

Productivity and Quality Management through Human Resource Management: A Systematic Review

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Abstract

The objective of this paper is to explore that how human resource management (HRM) can promote productivity and quality enhancement through HRM practices in organizations. In order to achieve the intended objective, a literature review was conducted by using 104 relevant sources. Findings of the review highlight that there are many ways human resources (HRs) and HRM practices can promote productivity and quality enhancement in the organizations. In overall, this review suggests three main specific approaches to ensure the quality of HRs and to develop quality and productive culture in the organizations.

Key Words: Productivity, Quality, Management, Human Resource Management.

Introduction

Productivity and quality are the two major concerns for any organization since they determine the well-being of the organization and its human resources. Productivity and quality are also the most important issues at the national level. A nation's productivity is the sum of the productivities of all organizations and human resources. Productivity and quality of a nation jointly determine the standard of living or quality of life, the employment level, and the economic growth and development of the country. A nation's ability to compete in the global market has a direct positive impact on the quality of life of its citizens (Goetsch and Davis, 2000). According to them, the ability to compete translates into the ability to do a better job of producing quality products. It is important to the nations and individual organizations within them focus their systems, policies and resources in a coordinated way on continually improving both quality and productivity. The most valuable resource for enhancing quality and productivity is human resource.

In general, the quality of human resources in an organization determines its productivity and quality of all outputs produced and performance demonstrated. Basically, HRM must determine the productivity and quality of human resources in the organizations. All most all functions of HRM are complementarily performing this key task in managing human resources in the organization. If there are key issues in managing HRs in an organization, it is very hard to materialize the productivity and quality only through organizational systems and procedures. In an individual level, productivity and quality are equal to winning the hearts and minds of people in an organization. Research findings show that organization that combine operation management practices which are related to productivity and quality management such as lean management (LM) and six sigma (SS) with HRM, performing well than organization using more traditional mass production systems (MacDuffie, 1995; Zu and Fredendall, 2009; DeMenezes, Wood, and Gelade, 2010). How these successful organizations have combined with operation management practices with HRM? What sort of techniques they used to combine both? Have to be explored through a systematic review.

Glover and Siu (2000) argued that establishment of new factories and machinery was not sufficient in itself to ensure the maintenance of productivity and quality standards. The success and sustainability of productivity and quality management initiatives depends on the contribution, cooperation and commitment of employees and their management (Oliver and Wilkinson, 1992; Wilkinson et al., 1998). A case study based research conducted by Glover and Siu (2000) in Chinese context, indicated that productivity and quality management within the companies were hampered by the prevailing with ethic and were hindered by inadequate HRM systems such as poor standards of training, dissatisfaction with the pay and reward management practices, poor communication and no career planning, etc. They also pointed out that context specific and general models of productivity and quality are needed to the successful operation of organizations and to eliminate productivity and quality related problems experienced by the organizations.

De Koeijer et al., (2014), argue that HRM is crucial in improving productivity and quality for employers (in terms of organizational performance) as well as employees (in terms of employee well-being-happiness, health and trusting relationships). According to them, enabling HRM (productivity and quality promoting HRM system, policies and practices) is crucial in creating mutual gains for both employers and employees. According to Opatha (2015), *“to meet increasing demand of customers an organization needs to improve its productivity”*. He also stated that due to increased customer expectations of high quality and increased competition organizations have to improve the quality. In this context, owners or managers are forced to improve their organizations’ productivity and the quality of products they offer while reducing costs at the same time. *“Without employees’ involvement and support it is not possible to achieve success of any effort of improving productivity and quality. Improvement of productivity and quality is dependent upon how employees behave at work”* (Opatha, 2015).

In a broad sense, all may accept that HR is a source for productivity and quality in an organization. However, how HR and its management contribute to enhance productivity and quality cannot be easily answered and explained by all. It needs a systematic approach to answer a question on how HRM can promote productivity and quality enhancement in an organization. Hence, the research question of this review is: how HRM can promote productivity and quality enhancement through HRM practices in organizations? In this line, the objective of this review is to examine how HRM can promote productivity and quality enhancement through HRM system, policy and practices in the organizations.

This review paper consists of five sections. Section two (next section) provides details on methodology of this review. Section three reviews the literature and explores the association between HRM and productivity management, and HRM with quality management. Section four provides discussion based on reviewed literature and empirical evidences and suggests an outline framework, which shows how organizations can promote productivity and quality enhancement and management successfully through HRM. Section five presents concluding remarks.

Methodology

This review undertakes an exploration of how HRM can promote productivity and quality enhancement through HRM practices in the organizations by means of a systematic review of academic literature that specifically included three concepts such as productivity, quality and human resource management (Tranfield, Denyer, and Smart, 2003; Rousseau, Manning, and Denyer, 2008). This review consists of three steps: first, it develops a database by undertaking a comprehensive and systematic search to identify and extract all the relevant literature in relation to productivity and quality management-HRM published in peer-reviewed academic journals. Second, an analysis of the retrieved articles, based on the intended objective of the review, was used to extract the descriptive and qualitative facts and information. Finally, the review results were interpreted and the findings meaningfully synthesized in order to answer the intended research question of the review.

Literature Review

Productivity Management and HRM

According to Sumanth (1984), productivity management is a four phases of productivity cycle. It is a continuing process. The four phases are: productivity planning, productivity improvement, productivity measurement and productivity evaluation (see Figure 1).

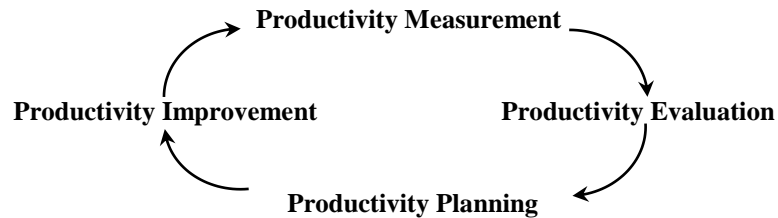


Figure 1: The Productivity Cycle
(Source:Sumanth, 1984)

According to Akin and Hopelain (1986), a productive culture has many key elements such as right types of human resources, identification with the job, teamwork, trust and support, status determined by knowledge of job and performance, support for accomplishment and autonomous use of skills. A conceptual analysis conducted by Kopelman et al., (1990) indicates that work environment is an important element in productivity. According to them, 'goal emphasis' and 'means emphasis' make positive self-evaluation by employees possible, whereas a reward orientation leads to clarity in outcome expectations, thus leading to enhanced productivity. In addition, the 'socio-emotional' support in the organizational environment influences the cognitive and affective states of the individuals and results in greater motivation and increased productivity.

The Japanese Productivity Center has three main guiding principles. They are: (1) increase employment, (2) labour-management co-operation, and (3) fair distribution of productivity gains (Stainer, 1995). These principles cannot be achieved without positive employee participation as well as constructive and productive employee management relations. They believe that improvement in productivity will increase employment in the long term rather than reduce, in order to increase productivity, employee, management and other relevant stakeholders must work as a team, and the benefits of improved productivity should be distributed fairly among the employee, customers and management etc. They also believe that productivity is not just an output/input ratio but that it involves hearts and minds of people or human resources in the organizations.

Empowering employees is an important aspects in improving productivity and quality (Carpinetti et al., 1998). Findings of a case study based research indicate that empowered employees adapt self-management and inherently motivated to make sure they serve the customers well, productivity and quality are high and economic results are sound (Harung and Dahl, 1995).

A study conducted by Erez and Somech (1996) in Israelian context, identified many conditions that would minimize group productivity loss. They are: familiarity between group members, setting stretch goals, communication between team members, and performance based incentive schemes. Fenton-O'Creedy (1998) indicated that higher involvement leads to affection with the organization, resulting in enhanced motivation and desire for responsibilities, and this would lead to higher productivity.

A conceptual work of Ciavarella (2003) mentioned that greater involvement leads to higher levels of motivation and attachment with the organization, and this results in increased productivity. Patterson et al., (2004) found that concern for employee welfare would lead to satisfaction, and higher levels of satisfaction would result in increased productivity in a study of manufacturing organizations. According to them, HRM practices are associated with increases in both productivity and profits.

A study on Dutch pharmacies (Grip and Sieben, 2005) found that organizations do not reward employees' skills (over and under-rewarded) and work experience according to their contribution to organizations' productivity do not have real productivity effects. This study also found that training employees in case of vacancy problems seems to be an adequate HR practice, since it increases productivity without affecting the average wage level. At the same time, offering higher wages to newly recruited employees decreases productivity. And recruiting many employees on temporary contracts basis lead to a negative effect on productivity without affecting the wage level.

According to Wolf and Zwick (2002), there is a positive relationship between HR practices and organizational level productivity. HR practices may increase employees' motivation and commitment in jobs they performed (Ichniowski et al., 1997). The investments in human capital may increase the productivity of employees (Bartel, 1994). A research findings of Cooke and Saini (2010) revealed that the HRM practices most used to support innovation and productivity oriented business strategies were training and development, suggestion schemes, employee reward and recognitions, and quality initiatives.

Quality Management and HRM

Quality Management is defined as *“an integrated approach to achieving and sustaining high quality output, focusing on the maintenance and continuous improvement of processes and defect prevention at all levels and in all functions of the organization, in order to meet or exceed customer expectations”* (Flynn et al., 1994). Quality management is mainly related with a soft approach to HRM which highlights the engagement, commitment and involvement of employees (Storey, 1987).

In the world, Japanese always thinking towards the relationship between productivity and quality. They were the first really developed customer-driven quality and understood the link between productivity and quality (see Figure 2) in the Deming chain reaction (Stainer, 1995).

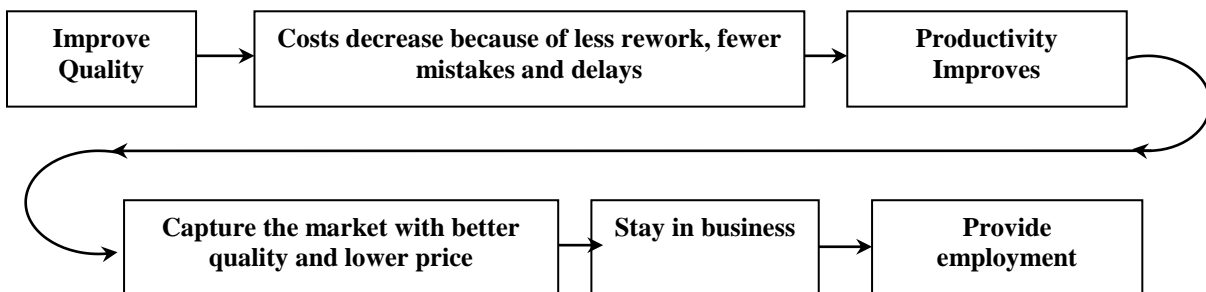


Figure 2: The Deming Chain Reaction
(Source: Stainer, 1995)

A systematic training to the employee in quality concept, tools and management is an essential element in quality improvement and management in the organizations (Carpinetti et al., 1998). Training and development have significant impact on quality (Adil, 2015). According to Vouzas (2004), providing systematic education and training relating to the quality, quality focused rewards and recognition programs and agreements with trade unions are important to achieve quality management objectives. Quality management initiatives and programs require the support, contribution and cooperation of all employees and their effective management (Glover and Siu, 2000).

According to Goetsch and Davis (2000), quality management approach cannot be successfully implemented in an organization that does not subscribe to high standards of ethical behaviour. The functional dimensions of HRM can contribute to create and sustain ethical culture, climate and behaviour at all levels in the organizations (Arulrajah, 2015). Ethical behaviour builds trust, and trust is a key input in quality management. The key elements of quality management that depend on trust such as communication, interpersonal relations, conflict management, problem solving, teamwork, employee involvement and empowerment and customer focus. Employee empowerment has significantly related with both total quality management and overall organizational performance and productivity (Powell, 1995; Dreyfus and Vineyard, 1996).

Total quality management(TQM) is an organization-wide process oriented philosophy that requires changes not only in production and manufacturing processes, but also in all activities, decision-making processes, employee participation, involvement and development (Power and Shoal, 2000; Mehra et al., 2001; Abdullah et al., 2009). An empirical study conducted by Ortiz et al., (2009) among the 106 Spanish industrial firms found that evidence of a direct relationship between the policies and practices of HRM from the viewpoint of total quality management and performance in innovation.

Ortiz et al., (2009) found that there are three functions/activities related to HRM such as training, teamwork and motivation which are set of employee related aspects highly connected with total quality management principles developed by Crosby (1979), Deming (1986), and Juran (1989). Ortiz et al., (2009) developed Table 1, by using the research work of Anderson et al., (1994), Powell (1995), and Claver, Llopis and Tari (1999).

Table 1: HRM Aspects Connected with Quality Management

	Crosby (1979)	Deming (1986)	Juran (1989)
Training	<ul style="list-style-type: none"> ▪ Training 	<ul style="list-style-type: none"> ▪ Establish on-the-job training ▪ Establish programs of education and self-development 	<ul style="list-style-type: none"> ▪ Provide resources and training
Team work	<ul style="list-style-type: none"> ▪ Team for quality improvement 	<ul style="list-style-type: none"> ▪ Eliminate barriers between departments 	<ul style="list-style-type: none"> ▪ Identify the projects and organize teams
Motivation	<ul style="list-style-type: none"> ▪ Recognition 	<ul style="list-style-type: none"> ▪ Banish fear of responsibility ▪ Foster pride in work 	<ul style="list-style-type: none"> ▪ Manage resistance to change and establish controls

Apart from these, they also pointed out that selection and hiring, performance assessment systems, and incentive systems, are present owing to the development, implementation and deployment of the basic principles of TQM in the organizations. The results of a study (Chand, 2010) indicate that HRM practices have a positive influence on the improvement of service quality as well as on customer satisfaction and hotel performance in Indian context and also suggest that HRM practices improve hotel service effectiveness or productivity.

HRM practices allow employees to enhance their knowledge of the organization, work more flexibly, and take more responsibility in quality management and decision making (De Menezes et al., 2010).A study was conducted by Wickramasinghe (2012) among the 77 export-based firms with ISO 9001 certification, in order to explore changes occurring in HR functions and HRM practices due to the implementation of TQM in Sri Lanka. It was found that firms introduce process improvement initiatives within the HR department

by upgrading the role of the HR function, and by redesigning HRM practices of performance management, competence development and career planning, rewards and recognition, recruitment and selection, HR planning, and satisfaction and well-being to bring those functions in line with TQM requirements. According to De Koeijer et al., (2014), following HRM practices are promoting productivity and quality in the organizations. They termed it as ‘enabling HRM’ based on the research work of Boon et al., (2011). (See Table 2).

Table 2: Enabling HRM Practices

Enabling HRM Practices (Boon, Den Hartog, Boselie and Paauwe, 2011)	How HRM system, policy and practices promoting productivity and quality in the organizations?
Participation and job Design	Employees are involved in productivity and quality decisions and have the opportunity to take responsibility for their own tasks and activities (e.g. Dal Pont et al., 2008; Zu and Fredendall, 2009).
Recruitment and selection	New employees are critically selected. Selection criteria include skills and knowledge on productivity and quality management (e.g. MacDuffie, 1995; Zacharatos et al., 2007). In service organizations, quality improvement must be focused on recruitment and selection (e.g. Mohinder 2004; Chand and Katou 2007).
Training and development	There is training on productivity and quality management for managers and employees. There are opportunities to develop new skills and knowledge (e.g. Birdi et al., 2008; Shah and Ward, 2003). Employees should receive the necessary training in order to deliver high quality service (e.g. Harline and Jones, 1996).
Performance appraisal and rewards	Employees receive feedback on Productivity and quality performance of their team and are rewarded for productivity and quality improvement (e.g. Anand and Kodali, 2009; McKone et al., 2001).
Team working and Autonomy	Teams are formed to solve problems relating to productivity and quality. Teams are encouraged to try to solve their problems as much as possible (e.g. Bonavia and Marin, 2006; Cua et al., 2001).
Employment security	Employees have an employment contract that offers job security (Zacharatos et al., 2007).
Work/life balance	Employees have the possibility to work flexible hours and arrange their work schedule (De Koeijer et al., 2014)

Lapiņa et al., (2015) conclude in their empirical study on role of organizational culture in the quality management of university, that in order to promote the quality management and good organizational governance, more focus should be given to the organization’s principles and conditions by motivating employees to focus on the organization’s long-term interests and common values. Another findings of a qualitative study on factors influencing on TQM revealed that successful public organizations required leaders who have the five key aspects such as management of strong teamwork, appropriate trainings, incentives and evaluation and effective communication (Suwandej, 2015). These aspects are related with efficient and effective HRM. Netland et al., (2015) find that using dedicated teams to manage the lean program, frequent review of lean-focused performance and using non-financial rewards (e.g. celebrating employees’ achievements in factory “town hall” meetings) linked to lean implementation are favorably associated with more extensive implementation of lean practices in the factories. These literature give us a significant evidences to prove that how HR and HRM contribute to productivity and quality improvements in the organizations.

Discussion

Managing productivity and quality in the organizations are highly depending on HR and HRM. However, it differs organization to organization and industry to industry. Mainly, it depends on role of HRM in a particular organization. In some organizations, HRM or HR department plays dynamic and proactive roles in managing productivity and quality. For example, some organizations implement *appropriate HRM system, policies and practices* from job design to employee relations management, and ensure *the quantity and quality of HRs* through that, they are managing productivity and quality very well in all outputs they produced and performance demonstrated. These organizations design and implement specific and innovative HRM system, policies and practices (e.g., high performance work system-HPWS, electronic human resource management - e-HRM, strategic human resource management-SHRM and green human resource management-GHRM and talent management-TM, etc.)in order to align and streamline their productivity and quality management standards with HRM. These HRM system, policies and practices are promoting productivity and quality in all the endeavors of these organizations. Finally, it deals productivity and quality of all outputs they produced and performance demonstrated. In this context, effective feedback is also necessary to maintain an active system which gives required inputs to both *appropriate HRM system, policies and practices*, and *productivity and quality promoting HRM system, policies and practices*. Figure 3 clearly explains this logic.

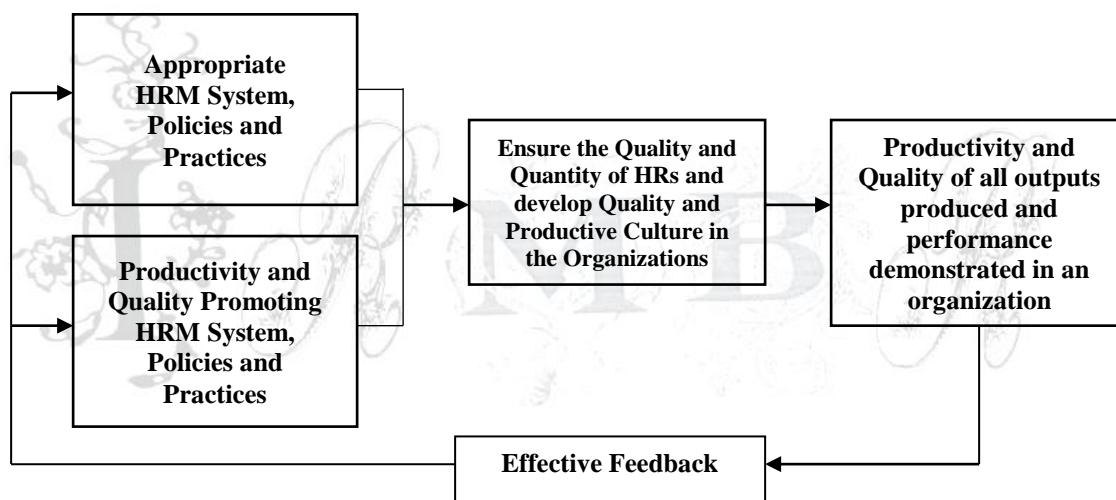


Figure 3: Productivity and Quality Management through HRM

Apart from these, in some organizations, HRM or HR department plays static and reactive roles in managing productivity and quality. For example, some organizations failed to implement *appropriate HRM system, policies and practices* properly from job design to employee relations management, and failed to ensure *the quantity and quality of HRs* in the organizations (e.g. Wickramasinghe, 2012).They face difficulties in managing productivity and quality very well in all outputs they produced and performance demonstrated. These organizations’ HR departments work reactively to meet the productivity and quality standards of industry or market in which they operate. They face difficulties in aligning their HRs and HRM with their productivity and quality management goals and targets.

According to Wickramasinghe (2012), quality management initiatives require more constructive approaches in managing HRs, upgrading the role of HR functions and redesigning existing HRM practices in order to match with quality management plans and objectives of the organizations. It demonstrates the significance of HR and HRM in materializing the quality plans of the organizations.

In considering these two scenarios, this review emphasizes that in managing productivity and quality, organizations must adapt three main approaches through effective HRM. The *first approach* is: organizations must strengthen their HRM by adapting appropriate HRM system, policies and practices. It establishes quality within HRM and its functions and processes (Hart and Schlesinger, 1991; Bowen and Lawler, 1992; Schoenberger, 1994). HRM must ensure that all the employees are right/appropriate people in terms of quality. Through that, it can make sure that all the employees are able to perform the job/tasks/activities entrusted (Vidal-Vázquez et al., 2012). The ultimate outcome of this first approach is to ensure the talented and appropriate human resources in terms quality and quantity within the organizations. The *second approach* is: organizations must introduce and sustain productivity and quality promoting HRM system, policies and practices through effective and efficient HRM (De Koeijer et al., 2014). Innovative human resource management systems, policies and practices are very much important and needed in this context than the traditional perspective (Gutiérrez and Rubio 2009). The *third approach* is: effective feedback. The effective feedback plays a key role in continuously monitoring the status of productivity and quality in the organizations. It is the responsibility of management continually to review and revise the organization systems for productivity and quality through effective feedback mechanism (Hill, 1995). This is also related to the importance of considering the alignment of the HRM practices systematically in order to put employees in control of productivity and quality management aspects. Some organizations very keen in introducing productivity and quality promoting HRM system, policies and practices however, they failed to sustain introduced good HRM system and practices in long term basis due to various reasons. If an organization failed to ensure the formalization of the inclusion of productivity and quality issues in HRM practices with effective feedback, which can later negatively affect the good performance observed during initial stage of introduction of productivity and quality promoting HRM system, policies and practices in the organizations.

Hence, by following these three main approaches in HRM, organizations can promote productivity and quality enhancement and management successfully. This trend develops productivity and quality culture (Hill, 1995) in the organizations in long terms. This is really depends upon three main approaches indicated above through HRM or relating to HR and HRM.

Conclusions

The objective of this review is to explore the how HRM can promote productivity and quality enhancement through HRM practices in the organizations. Based on the discussions and findings of this review, it can be possible to conclude that strengthening HRM by adapting appropriate HRM systems, policies and practices any organization can ensure the quality and quantity of HRs and develop quality and productive culture in the organization. In addition, organizations must introduce and sustain productivity and quality promoting HRM systems, policies and practices through HRM with effective feedback mechanism. The effective feedback mechanism is also necessary to promote productivity and quality enhancement through HRM practices in organizations. In practice, it should work as cycle or spiral model to ensure the productivity and quality incessantly. It is obvious that HR professionals must keep their eyes on both productivity and quality management always by embedding these in all HRM systems, policies and practices. Moreover, Table 3 provides individual or set of HRM practices and how those HRM practices can promote productivity and quality in the organizations. Based on Table 3, there are many empirical studies can be conducted in the future.

Table 3: How HRM Practices Promoting Productivity and Quality in the Organizations

No.	HRM Practices	How HRM practices promoting productivity and quality in the organizations?
01	Job Design and Analysis	Appropriate job Design and Analysis → improve the Critical Psychological states of job/work → Improve personal and work outcomes (including

		productivity and quality of work/Job) (Hackman and Oldham, 1976)
	Clearly defined job description	Create job clarity and reduce role conflicts → lead to improve productivity and quality in the work place.
02	Effective Human Resource Planning	Determine the quantity and quality (knowledge, skills, ability, attitude, mind-set, experience, etc.) → It creates a sound platform for productivity and quality in an organization → It leads to determine the Productive and Quality of Human Resources in an organization.
03	Selectivity in recruitment or hiring (careful recruitment)	Effective recruitment → It leads to determine the Productive and Quality of Human Resources in an organization.
		Effective recruitment → Develop a reliable and committed work force, loyal to the organization's goals, including productivity and quality performance .
04	Careful Selection	Determine the productive and quality of human resources in the organizations.
	Developing better selection criteria	Task-oriented skills, their potential for working with a team, their dedication to quality values and their motivation and willingness to make improvements → lead to improve productivity and quality in the organizations.
05	Continuous Employment (employment security/job security).	It leads to continuous improvement in productivity and quality in general but it needs certain conditions or performance based promotion/termination.
06	Extensive training	
	Quality-oriented training includes training in small group problem solving, communication, statistical process control and other relevant areas, in addition to classroom and on-the-job training related to specific tasks, with the goal of developing workers who are flexible problem solvers.	It leads to continuous improvement in productivity and quality .
07	Employee Involvement, Empowerment and Employee Engagement	
	Employee Involvement: It is a way of engaging employees at all levels in the thinking processes of an organization (Goetsch and Davis, 2000). Employee involvement: A participative process that uses the input of employees and is intended to increase employee commitment to an organization's success (Robbins and Judge, 2013).	Employee Involvement → Employee Empowerment → Employee Enlistment (Goetsch and Davis, 2000).

	<p>Employee Empowerment: An employee who feels he or she is valued and can contribute is ready to help and grow in the job (Goetsch and Davis, 2000).</p> <p>Empowerment means engaging employees in the thinking processes of an organization in ways that matter.</p> <p>Involvement means having input.</p> <p>Empowerment means having input that is heard and seriously considered (Goetsch and Davis, 2000).</p>	<p>Empowerment is the key to motivation and productivity (Goetsch and Davis, 2000).</p> <p>Empowerment enables a person to develop personally and professionally so that his or her contributions in the workplace are maximized (Goetsch and Davis, 2000).</p> <p>Employee empowerment → increase creative thinking and initiative on the part of employees → improve the productivity, quality and competitiveness of the organizations (Goetsch and Davis, 2000).</p>
	<p>Employee Engagement: An individual's involvement with, satisfaction with, and enthusiasm for the work he or she does (Rich et al., 2010; Robbins and Judge, 2013).</p>	<p>Employees had high-average levels of engagement had higher levels of customer satisfaction, were more productive, brought in higher profits, and had lower levels of turnover and accidents than at other companies (Harter., 2002).</p>
08	<p>Employee Participation</p>	
	<p>Participatory decision making on productivity and quality issues.</p> <p>Make participation a criterion in the performance appraisal.</p>	<p>Participation can increase employee productivity, commitment to work goals, motivation, and job satisfaction (Robbins and Judge, 2013).</p>
09	<p>Reward Management Practices</p>	
	<p>High Pay/Reward based on productivity or quality improvements efforts</p>	<p>It improves productivity and quality of an organization.</p>
	<p>Financial Reward and Incentives</p>	
	<p>Non-financial Reward</p>	
	<p>Employee Stock Ownership Plan (ESOP)</p>	<p>This creates a sense of ownership of their jobs and in the company → productivity and quality of an organizations.</p>
	<p>Profit sharing</p>	<p>Profit-sharing plans at the organizational level appear to have positive impacts on employee attitudes; employees report a greater feeling of psychological ownership (Chi and Han 2008).</p>
	<p>Gain sharing</p>	<p>Gain sharing → improvements in group productivity (Robbins and Judge, 2013).</p>
	<p>Skill-Based Pay</p>	<p>Skill-based pay was related to higher levels of workforce flexibility, positive attitudes, membership behaviors, and productivity (Mitra et al., 2011).</p>
	<p>Team based pay/reward</p>	
	<p>Recognizing the accomplishment of employees</p>	
10	<p>Performance Evaluation</p>	<p>These practices improve productivity and quality of an organization.</p>
	<p>Pay for performance</p>	
	<p>Feedback on performance</p>	
11	<p>Team Work</p>	<p>These practices improve productivity and quality</p>

		of an organization.
	Autonomous teams and decentralized decision making	
	Team for productivity and quality improvements	
	Team based problem solving	
12	Effective Communication and Information Sharing	These practices improve productivity and quality of an organization.
	Information and Idea Sharing	
	Extensive sharing of financial and performance information throughout the organization.	
	Suggestions scheme	
	This provides workers with the confidence to attack a problem, rather than deferring to a supervisor. These approaches are based on the notion that employees will feel less alienated if there are fewer perceived barriers.	
12	Employee-Management relations or Labour Management Relations (LMR)	LMR practices → lead to quality and productivity in an organization.
	Egalitarian Approaches (Pfeffer, 1998).	
	Management-to-employee partnerships. Partnering means working together for mutual benefit (Goetsch and Davis, 2000).	Internal partnerships → focus on the continuous improvements of quality and productivity (Goetsch and Davis, 2000).
	Team-to-team partnerships	
	Employee-to-employee partnerships	
	The relationship-oriented practices that include networking, team building, supporting, mentoring, inspiring, and recognizing	
13	Work-life Balance related HRM Practices	These practices → lead to quality and productivity in an organization.
	Flexible work schedule/working hours	
	Quality of Work life improvement practices	
	Alternative work arrangement and tele-working set up	
	One-on-one counseling services of career advisors.	
	Participative leadership and delegation practices	
14	Employee Health and Safety related HRM Practices	
	These practices enable employees to perform tasks, duties and responsibilities of the job efficiently and effectively	Sound physical well being of employee → Physical energy, speed, endurance, persistence and flexibility to do correct functions → High Job

	<p>(Opatha, 2009).</p> <p>An unhealthy employee always gives a productivity which is less than the expected productivity (Opatha, 2009)</p>	<p>Performance/Productivity and High Quality Work (Schuler et al., 1986; Opatha, 2009).</p> <p>Sound Mental well being → to make correct decision and to ensure good expected behaviour → High Job Performance/Productivity and High Quality Work (Schuler et al., 1986; Opatha, 2009).</p>
15	<p>Strategic HRM (SHRM) (Schuler and Jackson 2005; Boxall and Purcell 2008) including High Performance Work Systems (HPWS) (Arthur 1994; Huselid 1995) related Practices.</p> <p>SHRM is expressed in terms of a series of planned human resource activities and deployments designed to achieve an organisation's goals (Wright and McMahan, 1992).</p>	<p>SHRM improves organisational performance including productivity and quality of an organization and its outcomes and outputs.</p> <p>SHRM contributes → organisational performance by developing many positive mediating factors including improving productivity, positive social outcomes and reduced turnover (Arthur 1994; Huselid 1995; Evans and Davis 2005; Brammer, Millington and Rayton 2007; Boxall and Macky 2009). These positive mediating outcomes contribute to greater cost efficiencies through increased productivity, reduced turnover, better and lower recruitment and training costs (Bachaus, Stone and Heiner 2002; Peterson 2004).</p>
16	<p>Electronic Human Resource Management (e-HRM) Practices (Parry, 2011)</p>	<p>Improving the quality of HRM system and productivity of the HRM functions of the organizations.</p> <p>e-HRM → improves the quality and efficiency of HRM services (HR activities) to employees and data quality of the organization (Bondarouk et al., 2009; Parry, 2011; Bondarouk and Ruel, 2013) and transform the role of the HR function into one that is more strategic (Hendrickson, 2003; Ruel et al., 2006; Martin et al., 2008).</p>
	<p>Green HRM and its Practices (Renwick, et al., 2008 and 2013; Opatha, 2013; Opatha and Arulrajah, 2014)</p>	<p>These practices improve the resource productivity (green productivity) and quality of life (work-life and general life) by safeguarding natural environment (improve environmental quality).</p> <p>The ultimate aim of green HRM practices is to improve the organization's sustainable environmental performance (Arulrajah et al., 2015)</p>
17	<p>Ethical Behaviour Promoting HRM Practices</p>	<p>Develop good values among the workforce → Ethical behaviour (fairness, dependability, integrity, honesty and truthfulness) → peak performance/productivity, self-development, creativity, synergy, quality and opportunity (Goetsch and Davis, 2000).</p>
18	<p>Creativity and Innovation Promoting HRM Practices</p>	

	<p>Human resource management enhances innovation, and innovation contributes positively to business performance (Jimenez, and Valle, 2008).</p> <p>Job design: companies should allow employees to have spare time for developing new ideas and design jobs for working with ambiguity and tolerance (Schuler and Jackson, 1987), use of external sources of recruitment (Raghuram and Arvey, 1994), training in order to develop the employee skills and knowledge needed for innovation (Mark and Akhtar, 2003), and attractive compensation packages in order to attract the best skilled employees (Turbin and Rosse, 1990).</p> <p>The adoption of a HRM system and practices which includes: (1) flexible job design and empowerment; (2) team working; (3) long-term and skill-oriented staffing; (4) extensive-and long-term oriented training; (5) broad career opportunities; (6) behaviour-based appraisal, and (7) organic compensation system, are positively associated with organizational innovation. (Jimenez, and Valle, 2008).</p>	<p>These practices lead to innovation/creativity→Productivity and quality of an organization.</p>
19	<p>Effective Diversity Promoting HRM Practices</p>	
	<p>Equal Employment Opportunity -EEO and Affirmative Action –AA, hiring women and minorities to mirror the increasingly diverse markets, recruits and retains high caliber people through harnessing the creative capacity of its employees, mentoring for disadvantaged groups, diversity training and management development, eliminating unfair discrimination in performance evaluation and pay, pay equality, performance-based pay system, and educating employees to understand diversity principles and accept their responsibilities, (Shen et al., 2009)</p>	<p>These practices lead to innovation/creativity, Responsiveness, productivity and quality of an organization directly or indirectly and in short term or long term basis.</p>
20	<p>Socially Responsible HRM (SR-HRM) Practices</p>	<p>SR-HRM Practices→Quality of Society or Standard of Living of Society</p>
	<p>Compliance with labour laws regarding health and safety, minimum wage, working hours, no use of child or forced</p>	

<p>labour, equality in recruitment and selection, training and development, performance appraisal and reward and compensation, and employee-oriented HRM practices such as employees' personal and family needs that are above and beyond legal minima, appraising and rewarding employees' contribution to corporate social responsibility (CSR), giving priority of employment to candidates who have family difficulties or made redundant, to local candidates in order to contribute to the sustainability of local economies and societies (Shen and Zhu, 2011).</p> <p>HRM Practices relating to employee needs for personal development, such as training, feedback, mentoring, career and managerial development and the adoption of workplace democracy, such as employee participation and involvement and power sharing (Waring and Lewer, 2004; Shen and Zhu, 2011).</p>	
<p>SR-HRM is positively related to Organizational Commitment (OC) (Shen and Zhu, 2011).</p>	<p>SR-HRM Practices → Organizational Commitment → Productivity and Quality of an organization.</p>

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