

LEADERSHIP MANAGEMENT AND HUMAN RESOURCE PERSPECTIVES

EMPIRICAL EVIDENCE FROM JORDANIAN BANKS

Menazel Fatehi Srouji 

School of Business Innovation and Technopreneurship, University Malaysia Perlis, Malaysia

mnazeal_srouji@yahoo.com

Muhammad Ahmar Bin Ali

School of Business Innovation and Technopreneurship, University Malaysia Perlis, Malaysia

Madher Ebrahim Hamdallah

Economics and Administrative Sciences Faculty, Al-Zaytoonah University, Jordan

Anan Fathi Srouji

Economics and Administrative Sciences Faculty, Al-Zaytoonah University, Jordan

Abstract

This study investigated the relationship between human resource management and leadership, from the point of view of managers of the human resource departments, financial managers, and credit facilities managers in Jordanian Banks. In order to study human resource management or leadership, and testing the following independent variables: planning, decision-making, creativity, communication, problem solving, and feedback, by a questionnaire distributed among managers. The study used an inferential descriptive analysis, by using simple regression; statistical analysis results showed a significant positive relationship at a 0.01 level of significance between planning and decision making with leadership. Moreover, by using one-way ANOVA results proved that there were differences between respondents' answers according to their gender, working position, and experience, at a 0.05 level of significance. However, the results show that there are no differences between their answers according to their age or years of experience.

Keywords: *Leadership, Planning, Decision-Making, Creativity, Communication, Problem Solving, Feedback*

INTRODUCTION

Human resource system is designed to measure the value of contributing the use of resources on the economic unit level, and at the national level by contributing to the drawing employment policies, and the associated department of employment and wages transmission policies promotions and incentives in a scientific manner. Human resources systems runs according to the principles of certain accounting rules, according to the need of information that can be produced, which is delivered to those who have concerns in these resources.

However, the specific mechanisms by which human resources affect firm performance are not clearly understood (Guest, 2011; Paauwe, 2009). The purpose of this paper is to build on previous theory and research on strategy and human resource management to identify important linkages between the firm's strategy, its human resources and leadership outcomes.

Leadership

Leadership measures the Company's ability to work in general, and the good leadership for the possibility of organization, coordination, and control, and the general supervision of all sections of the company, and as stated in the study (Zhao et al, 2011). The human resources management is the extent or the ability management or individuals have through other things within the company, and whenever this administration succeeded in reconciling whenever they managed better. Leader's role is considered as a visionary, social architect, relationship builder, and changer or transformer (Daft, 1999).

Planning

Planning measures the extent to which the company planning to improve its performance, and the extent of accommodating staff for these programs and plans (Sun et al., 2007).

Decision Making

Decision-making is the ability of institutions management to take appropriate decisions and appropriate that the company can as a whole benefit when recruiting staff, including the personal, and the level of general intelligence, and the extent of the employee's ability to deal with changes (Wan Ismail & Al-Taee, 2012).

An HR system creates messages that are sent to employees and signal what is expected of them, how they should interact with one another, what they should focus on, what they should not focus on, what is rewarded, etc. (Bowen & Ostroff, 2004; Haggerty & Wright, 2010). "The strength of the HRM system and process will determine how well employees attend to HRM messages, how well they understand, individually and collectively what behaviors are

expected, and what the outcomes will be for so behaving.” Thus, to create organizational resilience, it is necessary to have a strong HR system that signals expectations that are correctly interpreted and acted upon by employees.

Creativity

Creativity is the ability of the company's management to create a public creativity of the employee (Gardner, et al., 2011), and stimulated, either through bonuses or promotions, or the salary paid leave. As stated in the study (Uysal, 2012), the creation of creativity may help management to know the right person to occupy a particular job, or a particular vacancy.

Communication

Communication measures the administration's ability to communicate and deal with its employees, and the delivery of the objectives and strategies of the company to them. In a study (Bayat, 2011) confirms the researcher that the contact of the most important elements of successful management.

Ability to Solve Problems

Ability to solve problems measures the administration's ability to correct some of the potential weaknesses or failures of their own and their employees. Uncertainties are likely to affect leaders' behaviors and styles (De Hoogh et al., 2004). This assumes that conditions of uncertainty lead to such individual behaviors as withdrawals that result from feelings of stress and anxiety (Staw et al., 1981; Pillai and Meindl, 1998).

Performance Criteria and Feedback

Company's ability to benefit from previous mistakes, learn presidents of these mistakes, and try to solve the problems related to them is measured by performance criteria and feedback (Lepak et al., 2007). And staff performance is assessed by specific criteria based on current performance (Palaogos, Papazekos, & Panayotopoulou, 2011).

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The Importance of Human Resources

The importance and role of human resource management, previously known as personnel management, have changed considerably over the years. Human resources is one of the criteria that measured the wealth of nations, given that these resources are at the head of capital components and assets affecting the economic and social situation of the communities.

The human element and the degree of efficiency has also become the decisive factor for progress and economic development.

Hayali (2007) defined human resource management as the process of determining the value of human resources and know how to solve problems facing them, and then identify the changes in them to show the real value of assets and humanitarian supply. Tacu (2012) added that the access to human resources development and the development of their capabilities, in addition to identifying extinguish expenses, write-off, and changes in values all the time can help in decision-making related to human resources. Shawish (2000) described it as the administrative activity on the identification of the labor needs of the project and provided specific powers, competencies, and coordination to take advantage of this human capital to the highest possible efficiency. While Albornouti (2001) defined it as the process of interest in all things human resources needed by any organization to achieve its goals and that includes the acquisition of these resources and oversee the use, protection, and upkeep, and direct them to achieve the organization's goals. And the need to look at accountability for human resources as a system of information requires the existence of "a group of human elements necessary for the collection and operation of data and the mechanism for the purpose converted into management information to help make decisions."

Human resources and tabulation provides detailed information and analytical data that will help in the development of plans and control over the use of human resources and decision-making on human resources for the purpose of rehabilitation and protection). Among the most important findings is that human resource strategy focuses on the alignment of the programs with corporate and strategic business unit plans. Consistent human resource policies and practices are important concerns of general management as well as the human resource function (Craft, 1992). Differences in human resource management policies and practices across industries demonstrate that policies and personnel practices vary according to the environment in which companies operate. However, industrial categories do not explain all such differences because variations in company strategies also determine human resource policies and practices, for it is necessary to take care of human resources on an ongoing basis and the ways in which to use in hiring and investment capabilities and skills of these resources (Gholamzadeh and Jalali, 2013) (Boxall & Purcell, 2008) (Waldman, Balthazard, & Peterson, 2011).

Human resource development extends beyond labor relations, to the essence of any capacity and rehabilitation of human development (Tacu, 2015). As the economy becomes more productive, innovative, and competitive through the existence of more skilled human potential, which increases incomes, enhance the working environment and improves the

exploitation and use of advanced technology (Snell and Dean, 1992; Slaughter, Ang, and Boh 2007)? According to Oliveira & Martins (2010), development depends on technology infrastructure and IT human resources.

Employees are considered one of the most important elements in any good system. Thus, there must be a good selection of staff and the development of each employee in the right place, so that it can take advantage of the different competencies in the best possible image. The presence of training plans for employees stem from the actual needs for the development of functional skills, and accounting point of view (Arthur, 1992). While Huselid (1995) indicated that high performance, work practices positively influence employee performance and reduce employee turnover. Also, high performance work practices were positively related to organization performance (productivity and financial).

As stated in the study Ghneimat and Siam (2011), the existence of good and documented control procedures with the lack of qualified staff to implement these procedures, may lead to a material misstatement in the financial statements. Thus, this method provides extensive information on human resources working in the facility, there should be periodic review of the personal accounts to determine the number of employees who leave work, and the resulting loss of work on reduced directly from the asset.

Albdour and Altarawneh (2012) study focused on the effect of internal corporate social responsibility through practices and employee engagement through the following factors: study training and scientific qualification, human rights, health and safety, and the balance between work and private life, and diversity in the workplace, through the distribution of a questionnaire to staff in the Jordanian banking sector. The study results showed lack of adoption of social responsibility work in banks in general, and found that the factor of balance between work and private life less Applying these factors compared with the rest of factors. While Hatch and Dyer (2004), found that investments in human capital had a significant impact on learning and firm performance. They found that three factors (human capital selection, development through training, and deployment) significantly improved learning by doing, which in turn improved performance. However, they also found that acquiring human capital with prior industry experience from external sources significantly reduced learning performance. Moreover, firms with high turnover performed poorly in comparison to their rivals due to time-compression diseconomies and failure to protect firm-specific human capital from imitation (Kolb, 2005).

Dhamiji (2012) tried to identify the overall concept of online recruitment, employee as the most important human resource for enterprises. Information was collected through several views and methods, including: e-mail, Web pages and institutions, and boards of commercial e-recruitment for these institutions. The results show that e-recruitment covering some of the most

important things: track and manage staff requests the candidates, especially in large enterprises, which can achieve remarkable benefits in terms of efficiency and cost as in Lipshitz *et al* (2007).

From various leadership perspectives, the ways to conceptualize and measure leadership in times of uncertainty are related to the traits and behaviors of leaders, the reactions and perceptions of followers, the tactics leaders and followers use to influence each other, and the situational factors that affect leadership styles (Aldoory and Toth, 2004). In particular, leadership under conditions of uncertainty has been examined by connecting leaders' behaviors with uncertainty situations and by focusing on the effective influence of leaders on subordinates under such situations for organization effectiveness (Hunt et al., 1999; Waldman et al., 2001; Agle et al., 2006). Accordingly, environmental uncertainty is one of many organizational characteristics that affect leadership behaviors (Van Wart, 2005).

Leadership behaviors that are considered here to be potentially important are support/growth-oriented leadership and goal-oriented leadership. Wan Ismail & Al-Taee (2012) measured the extent of the integration of the gender impact, and the qualities of leadership and change or transform the work style through the change of leadership of the genus to another. In addition, through the research in human resources contained management strategy results showed a relationship between the leadership qualities and change the method of work, and found that the females were more to change the modus operandi of the male.

Leaders' roles for employee development have been perceived as vital because their discretion and responsibility tend to increase under conditions of organizational change and uncertainty. Druskat and Wheeler (2003) identified effective leadership behaviors for organizational uncertainty resolution: building social and political awareness through relating with team and organization members, persuading employees to attend to organization needs and influencing subordinates to set priorities to support organization goals in times of uncertainty, and facilitating empowerment that delegates authority to subordinates. Therefore, it is desirable to examine appropriate leadership behaviors for developing human resources under conditions of uncertainty.

Elements of the Study Problem and Objectives of the Study

The study problem came through questioning managers of human resource departments, financial managers, and credit facility managers in Jordanian banks, about the impact of leadership process factors namely: planning, decision-making, creativity, communication, ability to solve problems, and feedback on leadership. Therefore, the primary objective of this study

lies in the relationship between the statements of leadership based on managers' point of view, in the Jordanian commercial banks.

Hypotheses of the Study

This study is based on the assessment of the relationship between leadership and management of human resources based on human resource managers, financial and credit facility managers in Jordanian commercial banks' point of view, and more specifically, this study seeks to test the following hypotheses:

First main hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between the management of human resources and leadership of managers from human resource managers, financial and credit facility managers in Jordanian commercial banks, and this hypothesis was divided to the following sub-hypotheses:

The First Sub-hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between planning and leadership.

Sub-second hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between decision-making and leadership.

Sub-third hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between creativity and leadership.

Sub-fourth hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between communication and leadership.

Sub-fifth hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between ability to solve problems and leadership.

Sub-sixth hypothesis

No statistical significant relationship at the level of ($\alpha \leq 0.01$) significance between feedback and leadership.

The Second Main Hypothesis: that there were no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents about leadership and demographic factors namely: gender, age, job position, education level, and the years of experience.

RESEARCH METHODOLOGY

This study is based on primary data sources, where the use of descriptive inferential statistical analytical method for this field study by a special distribution of a questionnaire to achieve the objectives of the study and testing of hypotheses. The study is based on a developed by by Nayyab et al. (2011). For the purpose of analysis, PASW statistics statistical program 18 software was used.

Statistical Population and Sample

The study population was managers of human resources departments, financial departments and credit facility departments in Jordanian commercial banks. Where 90 questionnaires were distributed to managers in Jordanian commercial banks randomly, and the number of questionnaires that have been recovered were 84 questionnaire, all suitable for the purposes of statistical analysis.

ANALYSIS AND HYPOTHESES TESTING

To make sure of the reliability of the study tool, Cronbach alpha coefficient was 89.3%. Since the value exceeded the acceptable percentage (60%) (Aczel & Sonserpandian, 2005), it means the possibility of adopting the results of the questionnaire is reliable and confident.

The study aimed to study the relationship between the management of human resources and leadership of managers in Jordanian commercial banks. Managers' enjoyment as the respondents' increases the sufficient expertise to answer the questionnaire and evaluate the relationship between human resources management and leadership in institutions. Consequently, the paper will test the descriptive statistical analysis of the characteristics of the respondents, and inferential statistical analysis to test the hypotheses of the study.

Personal Characteristics of Respondents

Table (1) notes that the number of male respondents reached 60 respondents, so they make up more than 71% of the total respondents, in the sense that women constituted about 39% of the total respondents. As the table indicates that the number of human resource managers respondents' tool studied was 50% of the number of respondents. Results of the analysis indicated that the number of respondents over the age of 40 years, were up to 42 respondents, so they make up 50% of the total respondents.

This confirms the distribution of respondents by the number of years of experience, as seen from the table data that the number to make up about 71% of the respondents. Most of the respondents of the first university degree (Bachelors), where they formed about 71%, which indicates the presence of a satisfactory academic level, and makes them qualified to answer the questions of the study, and evaluate the relationship under study.

Table 1: The Distribution of the Sample according to the Personal Information of Respondents (Demographics)

Demographic variable	Variable / category type	Value	Percentage%
Gender	Male	60	71.4%
	Female	24	28.6%
Age	Less than 30	12	14.3%
	35 – 31	12	14.3%
	40 – 36	18	21.4%
	More than 40	42	50%
Job position	Human Resource Managers	42	50%
	Financial Managers	21	25%
	Credit Facilities Managers	21	25%
Experience	5years or less	24	28.6%
	10 – 6	36	42.9%
	15 – 11	24	28.6%
Education level	Bachelor	60	71.4%
	Master	18	21.3%
	Ph.D.	6	7.1%

Descriptive Analysis and Correlation Coefficient between the Variables

Table (2) shows the means, standard deviations, and the relative importance of the respondents answers with the study tool. Results indicated that the respondents gave a high approval toward the questions, as the means were relatively high. For the mean of the respondents' answers were more than 4.0 for each variable of the following: leadership, planning, decision-making, creativity, and ability to solve problems; but feedback and communication were below 4.0 but

higher than 3.9. The low value of the standard deviation gives greater reliability in data derived from the questionnaire analysis and the hypotheses testing used in the study process and achieving their goals, as all the variables under study had a high level of importance.

Table 2: Descriptive Analysis Of The Variables (Mean And Standard Deviation)

Variables	Mean	Standard Deviation	Relative Importance Of
Leadership	4.0714	0.47269	High
Planning	4.0357	0.50087	High
Decision-making	4.0536	0.49858	High
Creativity	4.0714	0.46863	High
Communication	3.9023	0.7337	High
The ability to solve problems	4.0357	0.52910	High
Feed back	3.9107	0.56145	High

Table (3) tested the correlation between each variable influencing human resources management, namely: planning, decision-making, creativity, communication, and ability to solve the problems, feedback, and leadership. Upon a closer look at the value of Pearson's correlation coefficient, a positive significant strong relationship appeared between each of the variables of planning and decision-making and leadership. The results also indicated a positive relationship between the leadership, the communication, and the ability to solve problems and feedback, but without an acceptable level of statistical significance. However, the results suggested that creativity showed an inverse relationship with weak leadership from the view of human resource managers and employees of human resources departments, but without any significance.

Table 3: Pearson Correlation between the Leadership and the Variables Affecting the Coefficient

Variable	Leadership (Pearson coefficient)	statistical significance
Planning	0.667	*0.000
Decision-making	0.430	*0.005
Creativity	0.099-	0.531
Communication	0.064	0.687
The ability to solve problems	0.243	0.121
Feed back	0.227	0.148

Statistically significant at the level of significance ($\alpha \leq 0.01$)

Hypotheses testing

First Main Hypothesis

To test the validity of assumptions, simple regression was used, where the dependent variable leadership and all the the independent variables namely, planning, decision-making, creativity, and ability to solve problems, and feedback, and communication. Table (4) gives the most important results of the regression relationships under study, the value of Adjusted R^2 , that all changes in the planning and decision-making as independent variables that explain 43%, and 16% of the changes in the leadership, respectively. The high values of F associated with these two variables refer to the statistically significant at the 0.05 level. These results strengthens what was already reached in the earlier part of this study, and the relationship between leadership and planning and decision-making based on financial managers, human resource managers and credit facilities managers point of view. As these results reinforce what came of the results in that part concerning a positive relationship between leadership and communication, ability to solve problems, and feedback, and an inverse relationship between leadership and creativity, but without enjoying any significant statistically significant, for all the variables mentioned.

Table 4: Simple Regression between Leadership with the Independent Variables

	Beta	Adjusted R^2	Value – F	F The Level Of Significance
Planning	0.667	0.432	5.668	*0.000
Decision-making	0.430	0.164	3.009	*0.005
Creativity	-0.099	-0.015	- 0.631	0.531
Communication	0.064	-0.021	0.406	0.687
The ability to solve problems	0.243	0.036	1.584	0.121
Feed back	0.227	0.028	1.476	0.148

* Statistically significant at the level of significance ($\alpha \leq 0.01$)

The Second Main Hypothesis

For respondents to understand the relationship between variables by demographic factor differences, at the level of ($\alpha \leq 0.05$) significance, by using one way Anova. Results in Table (5) were statistically significant due to gender differences, job position, and education levels, where results indicate an increase in the estimated values of F or t and low values of statistical significance (p-values). Specifically, the results suggest that females were more aware of the strength of the relationship between human management resources and leadership, and that human resource managers were more aware of the relationship between the variables than the

others were. As for the scientific qualification, PhD degree holders were more aware of the relationship between the variables than the others were. Nevertheless, the results indicated that there is no statistically significant difference between the answers by the respondents in relation to age or by the number of years of experience, where results indicated low values of F and a high value of statistical significance (p-value).

Table 5: Test Differences Averages Leadership by Demographic Variables

Demographic variable	Variable / category type	Arithmetic average	F The level of significance or t (p-value)	value – F value t
Gender	Male	3.9250	*0.001	13.034
	Female	4.4375		
Age	Less than 30	4.0714	0.169	1.773
	35 – 31	4.0000		
	40 – 36	4.0000		
	More than 41	4.2143		
Job position	Human Resource Manager	4.2833	*0.001	2.614
	Financial Managers	4.1595		
	Credit Facilities Managers	4.0765		
Experience	5 Years or less	3.7500	0.451	0.814
	10 – 6	4.3333		
	15 – 11	4.0000		
Education level	Bachelor	4.0250	*0.002	7.464
	Master	4.000		
	Ph.D.	4.2500		

* Statistically significant at the level of ($\alpha \leq 0.5$)

SUMMARY OF RESULTS

The study aimed to identify the impact of the human resources management on leadership based on the department managers and employees in some Jordanian banks, and after a field study on a sample consisting of 84 bank managers, the study found the following results:

1. There was a statistically significant positive relationship between leadership and planning and decision-making, therefore the first and second sub-hypothesis was rejected.
2. There was no statistically significant relationship between leadership and creativity, communication, the ability to solve problems, and feedback, therefore sub-hypotheses third, fourth, fifth, and sixth was accepted.
3. There were statistically significant differences between the answers of respondents by gender, job position, and education level as demographic variables.

4. There were no statistically significant differences between the responses of respondents by age or by the number of years of experience.

LIMITATIONS

As the target of this paper was to investigate the relationship between human resources management and leadership, a limitation of the study was based on the limited number of respondents. Moreover, a limitation of combining both respondents the managers and employees in the bank departments, may affect the results and biasness. In addition to the number of variables tested that may be expanded.

RECOMMENDATIONS FOR FUTURE RESEARCH

Based on the Previous results mentioned the research recommends to work on the use of high-efficiency programs by managers in particular, meant to increase the efficiency of managers and employees in general, planning and decision-making. In addition, increase the use of high-efficiency programs meant to increase the efficiency of managers and employees to create more job creation, and communication, and ability to solve the problems, performance criteria, and feedback.

It also recommends taking into consideration the academic qualification of managers to carry out their duties as required to achieve the goals of the institution. Moreover, take into account the employment of employees specialized in human resources, or hold courses for employees in the field of human resources to increase their efficiency.

REFERENCES

- Aczel, A., D. & Sounderpandian, J. 2005. Complete Business Statistics. 6th edition McGraw-hill, New York, USA.
- Aczel, Amir D., and Sounderpandian, Jayavel, 2005. Complete Business Statistics. 6th edition, McGraw-hill, New York, USA.
- Albdour, Ali Abbaas, and Altarawneh Iklas Ibrahim, 2012. Corporate Social responsibility and Employee Engagement in Jordan. International Journal of Business and Management, 7(16), 89-105. <http://dx.doi.org/10.5539/ijbm.v7n16p89>.
- Albdour, Ali Abbaas, and Altarawneh Iklas Ibrahim, 2012. Corporate Social responsibility and Employee Engagement in Jordan. International Journal of Business and Management, 7(16), 89-105. <http://dx.doi.org/10.5539/ijbm.v7n16p89>. <http://dx.doi.org/10.5539/ijbm.v7n16p89>
- Arthur, J.B. 1992. The link between business strategy and industrial relations systems in American steel minimills. Industrial and Labor Relations Review, 45: 488-506.
- Arthur, J.B. 1992. The link between business strategy and industrial relations systems in American steel minimills. Industrial and Labor Relations Review, 45: 488-506. <http://dx.doi.org/10.1177/001979399204500306>, <http://dx.doi.org/10.2307/2524274>

- Bacon, T. Redman, & S. A. Snell (Eds.), *The Sage handbook of human resource management* (pp. 100–114). Thousand Oaks, CA: Sage.
- Bayat, R., 2011. Impact on the Productivity of Human Resources Management, *Performance Evaluation*. *Australian Journal of Basic and Applied Sciences*, 5(12), 1629-1635.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203–221.
- Boxall, P., & Purcell, J. (2008). *Strategy and Human Resource Management*. Hampshire: Palgrave MacMillan.
- Dhamija, Pavitra, 2012. E-recruitment: A Roadmap Towards E-Human Resource Management. *Researchers World*. 3(2), 33-39, July.
- Gardner, T. M., Wright, P. M., & Moynihan, L. M. (2011). The impact of motivation, empowerment, and skill-enhancing practices on aggregate voluntary turnover: The mediating effect of collective affective commitment. *Personnel Psychology*, 64, 315-350.
- Gholamzadeh, D., & Jalali, S. (2013). Integrative approach in human resources strategy formulation (Case study: MDN Company). *2nd International Conference on Leadership, Technology and Innovation Management, Social and Behavioral Sciences 75 (2013)* 479 – 487.
- Guest, D. E. (2011). Human resource management and performance: Still searching for some answers. *Human Resource Management Journal*, 21(1), 3–13.
- Haggerty, J. J., & Wright, P. M. (2010). Strong situations and firm performance: A proposed reconceptualization of the role of the HR function. In A. Winkinson, N.
- Haggerty, J. J., & Wright, P. M. (2010). Strong situations and firm performance: A proposed reconceptualization of the role of the HR function. <http://dx.doi.org/10.4135/9780857021496.n7>
- Hatch, N. W., & Dyer, J. H. (2004). Human capital and learning as a source of sustainable competitive advantage. *Strategic Management Journal*, 25(12), 1155–1178.
- Hatch, N. W., & Dyer, J. H. (2004). Human capital and learning as a source of sustainable competitive advantage. *Strategic Management Journal*, 25(12), 1155–1178.
- Hitt, M.A., Bierman, L., Shimizu, & Kochhar, R. 2001. Direct and indirect effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management Journal*, 44 (1): 13-28.
- Hitt, M.A., Bierman, L., Shimizu, & Kochhar, R. 2001. Direct and indirect effects of human capital on strategy and performance in professional service firms: A resource-based perspective. *Academy of Management Journal*, 44 (1): 13-28. <http://dx.doi.org/10.2307/3069334>
- Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38: 635-672.
- Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38, 635-672.
- Kolb, D. (2005). *The Kolb Learning Style Inventory—Version 3.1*, Boston, MA: Hay Resources Direct.
- Kolb, D. (2005). *The Kolb Learning Style Inventory—Version 3.1*, Boston, MA: Hay Resources Direct.
- Lepak, D. P., Taylor, M. S., Tekleab, A. G., Marrone, J. A., & Cohen, D. J. (2007). An examination of the use of high-investment human resource systems for core and support employees. *Human Resource Management*, 46(2), 223–246. <http://dx.doi.org/10.1002/hrm.20158>
- Lepak, D. P., Taylor, M. S., Tekleab, A. G., Marrone, J. A., & Cohen, D. J. (2007). An examination of the use of high-investment human resource systems for core and support employees. *Human Resource Management*, 46(2), 223–246.
- Lipshitz, R., Friedman, V. J., and Popper, M. (2007). *Demystifying Organizational Learning*. Thousand Oaks, CA: Sage Publications, Inc.

Lipshitz, R., Friedman, V. J., and Popper, M. (2007). *Demystifying Organizational Learning*. Thousand Oaks, CA: Sage Publications, Inc.

Nayyab, H. H., Hamid, M., Nasser, F., & Iqbal, M. (2011). The impact of HRM Practices on the Organizational Performance: The Study of Banking Sector in Okara, Punjab Paki stan. *Interdisciplinary Journal of Contemporary Research in Business*, 3(3), 661-672.

Oliveira, T., & Martins, M. F. (2010). Understanding e-business adoption across industries in European countries. *Industrial Management & Data Systems*, 110(9), 1337-1354

Oliveira, T., & Martins, M. F. (2010). Understanding e-business adoption across industries in European countries. *Industrial Management & Data Systems*, 110(9), 1337-1354
<http://dx.doi.org/10.1108/02635571011087428>

Paauwe, J. (2009). HRM and performance: Achievements, methodological issues and prospects. *Journal of Management Studies*, 46(1), 129–142.

Paauwe, J. (2009). HRM and performance: Achievements, methodological issues and prospects. *Journal of Management Studies*, 46(1), 129–142.
<http://dx.doi.org/10.1111/j.1467-6486.2008.00809.x>

Palaiologos, A., Papazekos, P., Panayotopoulou, L., (2011). Organizational Justice and Employee Satisfaction in Performance Appraisal. *Journal of European Industrial Training*, 35(8), 826-840.

Palaiologos, A., Papazekos, P., Panayotopoulou, L., (2011). Organizational Justice and Employee Satisfaction in Performance Appraisal. *Journal of European Industrial Training*, 35(8), 826-840.
<http://dx.doi.org/10.1108/03090591111168348>

Snell, S.A. & Dean, J.W. 1992. Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3): 467-504.

Snell, S.A. & Dean, J.W. 1992. Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3): 467-504. <http://dx.doi.org/10.2307/256484>

Sun, L., Aryee, S., & Law, K.S. 2007. High performance work practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management Journal*, 50(3): 228-577.

Sun, L., Aryee, S., & Law, K.S. 2007. High performance work practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management Journal*, 50(3): 228-577.

Tacu, C., 2012. "Posting of Workers in Crisis: Europe Looking for Solutions", "Ovidius" University Annals, Economic Sciences Series, Volume XII, Issue 2/2012, pp. 230-236.

Tacu, C., 2012. "Posting of Workers in Crisis: Europe Looking for Solutions", "Ovidius" University Annals, Economic Sciences Series, Volume XII, Issue 2/2012, pp. 230-236.

Tacu, C., 2015. "Posting of workers: European model for mobility of human resources". 7th International Conference on Globalization and Higher Education in Economics and Business Administration, GEBA 2013, *Procedia Economics and Finance*, 20, 623 – 628

Tacu, C., 2015. "Posting of workers: European model for mobility of human resources". 7th International Conference on Globalization and Higher Education in Economics and Business Administration, GEBA 2013, *Procedia Economics and Finance* 20 (2015) 623 – 628.

Uysal, Gurhan, (2012). Human Resource Focus in TQM Awards. *Journal of US-China Public Administration*, 9(3), 338-345.

Uysal, Gurhan, (2012). Human Resource Focus in TQM Awards. *Journal of US-China Public Administration*, 9(3), 338-345. <http://dx.doi.org/10.1002/smj.421>

Waldman, D. A., Balthazard, P. A., & Peterson, S. J. (2011). Leadership and neuroscience: Can we revolutionize the way that inspirational leaders are identified and developed? *Academy of Management Perspectives*, 25, 60–74.

Waldman, D. A., Balthazard, P. A., & Peterson, S. J. (2011). Leadership and neuroscience: Can we revolutionize the way that inspirational leaders are identified and developed? *Academy of Management Perspectives*, 25, 60–74. <http://dx.doi.org/10.5465/AMP.2011.59198450>

Wan Ismail, Wan khairuzzaman, and Al-Tae, Fatima Jafar, 2012. Integrating Gender, traits and transformational leadership Style as Viewed from human Resource management Strategy. *International Journal of Academic Research*, 4(3), 16-20.

Wan Ismail, Wan khairuzzaman, and Al-Tae, Fatima Jafar, 2012. Integrating Gender, traits and transformational leadership Style as Viewed from human Resource management Strategy. *International Journal of Academic Research*, 4(3), 16-20. <http://dx.doi.org/10.2307/256741>

Zhao, P., Yuan, Y., and Guo, Y., 2011. Brief Analysis on Human Resources, Management in Modern Private Enterprises. *Asian Social Science*, 7(3), 232-236.

Zhao, P., Yuan, Y., and Guo, Y., 2011. Brief Analysis on Human Resources, Management in Modern Private Enterprises. *Asian Social Science*, 7(3), 232-236. <http://dx.doi.org/10.5539/ass.v7n3p232>