THE RANGE AVAILABILITY OF HARD HUMAN RESOURCE MANAGEMENT DIMENSIONS IN THE MAYSAN OIL COMPANY

Ali Hasan Najm [1]

[1] College of Administration and Economics / University of Sumer, E-mail: alihassanmoc@yahoo.com
Alaa Abdulsalam Mustafa [2]

[2] College of Administration and Economics / University of Maysan. E-mail: alaa@uomisan.edu.iq
Nawar Ali Makttoof [3]

[3] College of Administration and Economics / University of Sumer, E-mail: nawarali@yahoo.com

Article history:		Abstract:
Received:	August 3rd 2022	The study aims to know the availability of the dimensions of solid human resources management in the Maysan Oil Company, as the problem of the study lies in the lack of knowledge of the dimensions of hard human resources management and how its dimensions reflect the management's ability to deal with employees. The study sample included (205) officials in the Maysan Oil Company, and for the purpose of achieving the goal of the study, the questionnaire was adopted to collect data related to the study, and the questionnaire collected was analyzed using the statistical programs (SPSS.V.23), (Amos V. 23) and the results appear. The company in the field of study seeks to pay attention to the performance achieved by all employees in order to improve it and encourage employees in many ways to increase the percentages of achievement achieved for performance.
Accepted:	September 3rd 2022	
Published:	October 6th 2022	

INTRODUCTION
Management is one of the most important concepts invented by man, as improvements in organizational structures, processes and techniques have helped drive economic progress, as organizational success has become dependent on effective management. Therefore, it can be said that management represents the real capital of organizations. In light of the many changes that must be adapted to, but all the variables, human resource management is concerned with the effective management of individuals so that organizations achieve their goals and objectives. Where hard human resource management focuses on the factor of production and employees must be treated with his life and rational way.

The study Problem
In light of the rapid changes in the business environment and the pressures associated with globalization and global competition, organizations are moving towards decentralized organizational structures, so there is a need to own organizations if they want to live in such an environment that enables them to grow, develop and make decisions. However, in some companies, human resources are viewed as costs Variable, which reduces their chances of involving them in decision-making, training and development, where the problem of the study lies in the absence of knowledge of the dimensions of hard human resource management and how its

dimensions reflect the ability of management to deal with employees.

❖ **The first axis is the theoretical side**
First: The concept of hard resource management:
Legge (1995:35) indicates that the concept of hard human resources is a "utilitarian mechanism" where the resource aspect of human resource management is emphasized. This challenging model highlights HRM's focus on the importance of the close integration of HR policies, systems, and activities as well as business strategy. From this point of view, human resources are primarily a part of the production process and the expenses of running a business. HR is a passive part and is only used as numbers and skills at affordable prices rather than a source of creative energy

The hard HRM model focuses on costs in the form of "employee headcount" and places control firmly in the hands of management.. Nor Khomar, 2011:241) The solid HRM model is a unit in which the interests of employees and employers must coincide, but must The focus is on organizational effectiveness.

Second: The importance of solid human resource management
The hard human resource management has great importance in the strategy of organizations and in business policy thinking that emphasizes environmental scanning and integration of business planning with human resources. This orientation promotes a quantitative,

strategic and computational approach to human resource management with the aim of efficient production. The focus of this approach is on the term resource, which means that people are seen as any other factor of production that is rationally used and deployed in a computationally and efficient manner for economic gain. This model is related to competency-seeking devices such as human resource evaluation, rewards, individual performance evaluations, and performance pay. (Kidombo,2009:11).

Describes Muthuku, 2020:17)). The importance of a hard model of human resource management is evident in maximizing profits while people take the second place in order of priority. On the other hand, solid human resource management is concerned only with the organization that ensures effective use of its employees.

The importance of hard human resources management in increasing job security in the workplace, while wage rates should be kept at the lowest level allowed by the external labor market. hard human resource management allows for highly sophisticated compensation systems to ensure that senior managers follow the interests of shareholders (Wood and Vitai, 2014:10). The organization will be thriving, better equipped to provide jobs and have the ability to pay really hardworking and efficient employees well. It has a significant role in motivating employees, increasing enthusiasm significantly, and raising employee productivity rates. It gives the ability to commit to developing or rehabilitating human resource systems in an appropriate manner that serves the interests of the organization. hard HR policies aim to create internally consistent and external alignment with organizational strategy. And the importance of designing solid human resources is highlighted in ensuring the full and appropriate use of the labor resource, not only in terms of physical production, but also in ensuring the moral superiority of employees (Szamosi, 2018:4. And that the lack of attention to and focus on hard human resources is likely to lead to rates Higher employee turnover and with the inevitable loss of job-specific skills and accumulated wisdom, lower confidence, and lower levels of organisation.

Third: Dimensions of solid human resource management

1- Human Resource Planning

Human resource planning is based on the concept that people are the most important strategic resource of an organization. In general, it is about the appropriate resources for the needs of the business whether in the longer or short term needs in terms of quantity and quality. It also answers two basic questions "how many people" and "what kind of people". Human resource planning deals with the larger issues related to methods of staffing and people development for the purpose of

improving the effectiveness of the organisation. Therefore it plays an important role in strategic human resource management.

The concept of human resource planning is a process by which the human resources that are needed by the organization are identified and planned in order to meet its requirements in the short and long term (Prashanthi, 2013:63). It is defined (Maina & Kwasira 2015: 1572) as the process of analyzing the current human capital and predicting the future human capital that the organization may need to achieve its goals. Uysal (2014: 88) insisted that human resource practices include activities such as human resource planning, recruitment, wages, career planning, etc., these activities are used by human resource management to maximize the performance of human capital while strategic human resource management uses them to improve the performance of the organization. and increase productivity.

2- Job rotation

The emergence of different organizations in the country and the associated increase in the requirement for skilled manpower leads to organizations competing to recruit and retain the best employees. Hence employee turnover becomes one of the biggest human resource problems in most organizations. Various scholars have defined employee turnover in the following way. The employee turnover rate is the net result of the exit of some employees and the entry of others into the organization. The employee turnover rate is the rate of change in the relevant personnel during a specified period. WUBE, 2020 8: define employee turnover as the amount of movement in and out of (employees) in the organization

Employee Turnover Attracting and retaining quality employees is more important today than ever. A number of trends (globalization, increase in knowledge work, acceleration of the rate of technological progress) make it imperative for companies to acquire and retain human capital. In the context of human resources, turnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization. The turnover of individual firms and their industry as a whole is measured (Tuner, 2010:229). To determine the reasons behind employee turnover, it is necessary to provide qualitative information on the reasons for leaving employees. It is important for employers to understand labor turnover rates and how they affect the organization's effectiveness.

3- Performance appraisal

Between (Brefo-Manuh et al, 2016:12) the performance appraisal system generally includes the procedures that are taken to evaluate, monitor and enhance the effectiveness of employees as well as enhance the overall success of the organization. It is the process of evaluating the performance of an individual employee and how it can be improved to contribute to the company's overall performance. The performance appraisal system focuses

on identifying the strengths and weaknesses of the employees so that actions can be taken to improve and develop the skills and competencies of the employees to achieve better results. Earlier, the performance appraisal system provides a means by which various organizations can ascertain the expected performance outcomes of their employees as well as identify areas for improvement in order to make good use of human capital.

Suppose (Sarika and Sumalatha, 2015: 75) that the performance appraisal system is: a formal, structured interaction between a subordinate and a supervisor, which usually takes the form of a periodic (annual or semi-annual) interview, in which the subordinate's work performance is examined and discussed, with the aim of identifying weaknesses and strengths As well as opportunities for improvement and skill development. And that performance appraisal is part of the overall management activity and is a process of making judgments about employee performance as the basis for effective and objective employee decisions. Oftentimes, the performance appraisal system includes activities that evaluate the performance of workers by making use of the judgments and opinions of subordinates, peers, supervisors, other managers, clients, other stakeholders, and even the workers themselves. For this reason, it is important that all organizations, whether for-profit or not-for-profit, communicate In clear terms about the specific tasks that employees have to perform. Kondrasuk, 2011:57 explains that the key elements of employee performance appraisal is a process aimed at measuring employee performance over a period of time, while employee performance management includes activities intended to enhance employee performance, from appraisal and feedback for each employee to training and reward activities. Accordingly, an appropriate form for employee performance appraisal should take into account issues such as: clarity of performance evaluation objectives and role, focus on outcomes and behaviors. Optimal performance appraisal systems and processes simultaneously focus on employee outcomes and behavior to enable better management decisions and enhance employee performance.

4- Censorship

It is a management tool for the purpose of increasing the company's value targets in plans and budgets and managing deviations from the plan with ex-post resolution and advance forecasting. „The concept of human resource control can be deduced from the concept of control as a management tool aimed at increasing the value of organizations, evaluating the follow-up of the financial plan and managing deviations from the plan and about controlling the objectivity of the plan and changes to the plan, (SoÓsová, 2011:95).

Control includes setting organizational standards for aligning employees' actions with the organization's goals, as well as monitoring and rewarding the extent to which these standards are met (Verburg et al, 2018:182). Control practices can consist of different combinations of formal and informal controls. Formal controls are based on formally documented rules and are often implemented by managers, while informal controls are based on standards and are often enacted by peers. In addition, there are different control objectives. For example, outcome controls focus on achieving goals and results, process controls are concerned with compliance with procedures, and normative controls focus on value matching between employees (Weibel et al, 2016:437). The objective of control practices in general is to ensure that employees are provided with information on relevant performance standards, to correct deviant behavior, motivate effective performance and thus improve productivity. Describes Busina & Sikýr,2014:989)). Human resource control is an effective tool for analyzing, evaluating and organizing human resource management. A particular problem in the implementation of human resource control is the risk of not drawing appropriate conclusions from the individual results of the analysis and evaluation of human resource management in the organization.

5- wages

indicate that remuneration that includes direct cash payments and indirect payments in the form of employee benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship. A good pay package is a good incentive. Hence, the primary responsibility of the human resource manager is to ensure that the employees of the organizations are well paid. Wage management is the part of management or human resource management that focuses on planning, organizing, and controlling the direct and indirect payments that employees receive for the work they perform(Kelechi et al., 2016: 24) ; (Armstrong, 2008:986). Compensation includes direct forms such as base pay, merit and incentives, and indirect forms such as vacation pay, deferred payment, and health insurance. And fair pay, complying with federal, state, and local regulations based on what businesses can afford. Wage management as the name implies, means having a compensation structure in which employees who perform better receive salaries that are higher than the average performance of employees. It assumes that wage management is an integral part of the HRM approach to managing people, and thus supports the achievement of business goals and is strategic in the sense that it addresses long-term issues related to how people are valued. what they want to achieve. It is therefore combined with other human resource management functions, particularly those concerned with human resource development.

❖ **The second axis is the practical aspect**
Description and diagnosis of the changing reality of hard human resource management:

This variable consists of five sub-dimensions, as follows: This dimension was measured by five field indicators with their statistical symbols (HRP1-HRP5), as it is clear from Table (29) the descriptive statistics of the answers of the study sample for the dimension of human resources planning, as it is noted that the paragraph (HRP1) whose content (the company's needs of human resources are determined) before employment.) had obtained the highest arithmetic mean of (4.049), standard deviation (1.013), and relative coefficient of difference of (25.03%), and the intensity of the answer to it reached (80.98%), and this shows a good consistency in the answers of the study sample towards this paragraph, Within the response level "high", while the paragraph (HRP5) whose content (the company's management determines its needs of human resources through a comprehensive study of its internal and external environment.) obtained the lowest arithmetic averages of (3.400) with a standard deviation of (1.259) and a coefficient of Relative difference of (37.02) and response severity (68.00%), and within the response level of "moderate" as well.

According to the foregoing, the general weighted arithmetic mean of the human resources planning dimension was (3.735), with a general standard deviation of (0.883), a relative coefficient of difference of (23.65%) and response intensity (74.69%), and this dimension obtained a "high" response level. Which confirms its importance at the level of the sample members, and this confirms that the study sample company seeks to determine its needs of human resources depending on its current and future capabilities, and this depends on the available expertise and specialized skills in the company and the level of their professional training within this framework.

Table (1) Descriptive statistics for the human resource planning dimension

No.	mean	S.D	%	C.V	answer level
1	4.049	1.013	25.03	80.98	high
2	3.912	1.035	26.45	78.24	high
3	3.781	0.993	26.26	75.61	high
4	3.532	1.186	33.59	70.63	high
5	3.400	1.259	37.02	68.00	Moderate
6	3.735	0.883	23.65	74.69	high

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

2. After wages:
This dimension is measured by five field indicators with their statistical symbols (WA1- WA5), as it is clear from Table (30) the descriptive statistics of the answers of the study sample for the wages dimension, as it is noted that paragraph (WA2) whose content (the employees feel satisfied with the results of implementing the wage system in force)) had obtained the highest arithmetic mean of (3.493), standard deviation (0.973), and relative coefficient of difference of (27.87%), and the severity of the answer to it reached ((69.85%), and this shows good harmony in the answers of the study sample towards this paragraph, and within the level of answer "high" While paragraph (WA3), which contains (the salary that the employee receives reflects the performance he provides in the company..) got the lowest arithmetic averages amounted to (3.171), with a standard deviation of (1.064), a relative coefficient of difference of (33.56%) and the severity of the answer (63.41%) and within the response level of "moderate."

According to the foregoing, the general weighted arithmetic mean of the wages dimension was (3.282), with a general standard deviation of (0.792), a relative coefficient of difference (24.14%) and response intensity (65.64%). This confirms its importance at the level of the sample members, and this confirms that the study sample company seeks to some extent to pay attention to drawing clear plans and criteria to determine the approved wage policies and how to determine wages according to the performance of each employee so that the wage determination is according to the achievement percentages and the performance of each employee, but this concern was without The required level.

Table (2) Descriptive statistics for the wage dimension

No.	mean	S.D	%	C.V	answer level
1	3.361	1.088	67.22	32.36	Moderate
2	3.493	0.973	69.85	27.87	high
3	3.171	1.064	63.41	33.56	Moderate
4	3.176	1.042	63.51	32.83	Moderate
5	3.210	1.133	64.20	35.31	Moderate
6	3.282	0.792	65.64	24.14	Moderate

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

3. After the turnover of work:
This dimension was measured by five field indicators with their statistical symbols (WR1-WR5), as it is clear from Table (31) the descriptive statistics of the answers of the study sample related to the dimension of work turnover. It obtained the highest arithmetic mean with a value of (3.902), a standard deviation of (0.863), and a relative coefficient of variation of (22.12%), and the intensity of the answer to it reached (78.05%), and this shows a good consistency in the answers of the study sample towards this paragraph, and within the level of "high" answer "

While the paragraph (WR5) whose content (the company's management encourages the process of assigning its employees to another company.) obtained the lowest arithmetic averages of (2.800), with a standard deviation of (1.126), a relative coefficient of difference (40.23%) and response intensity (56.00). %) and within the "moderate" response level as well.

According to the foregoing, the general weighted arithmetic mean of the work turnover dimension was (3.556), with a general standard deviation of (0.606), a relative coefficient of variation (17.03%) and response intensity (71.12%), and this dimension obtained a "high" response level. Which confirms its importance at the level of the sample members, and this confirms that the study sample company seeks, as much as it can, to reduce work turnover rates, and at the same time it is concerned with maintaining the stability of employees and increasing their commitment to work, and it is interested to some extent in changing employees according to the interest achieved by the company.

Table (3) Descriptive statistics for the turnover dimension

No.	mean	S.D	%	C.V	answer level
1	3.722	0.973	74.44	26.14	high
2	3.532	0.795	70.63	22.52	high
3	3.902	0.863	78.05	22.12	high
4	3.824	0.890	76.49	23.28	high
5	2.800	1.126	56.00	40.23	Moderate
6	3.556	0.606	71.12	17.03	high

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

4. after censorship:

This dimension was measured by five field indicators with their statistical symbols (CO1-CO5), as it is clear from table (32) the descriptive statistics of the answers of the study sample for the control dimension, as it is noted that the paragraph (CO2) whose content (the company's administrative control system includes all production units.) has obtained the highest arithmetic mean of (3.702), standard deviation (0.904) and relative coefficient of difference of (24.43%), and the intensity of the answer to it reached (74.05%), and this shows good consistency in the answers of the study sample towards this paragraph, and within the level of answer "high" While the paragraph (CO5), which contains (there are periodic and permanent inspection and monitoring visits by those charged with inspection and control), obtained the lowest arithmetic averages of (3.337), with a standard deviation of (0.995), a relative coefficient of variation of (29.81%) and response intensity (66.73). %) and within the "moderate" response level as well. According to the foregoing, the general weighted arithmetic mean for the control dimension was (3.438), with a general standard deviation of (0.765), a relative

coefficient of difference of (22.25%) and the severity of the answer (68.76%). This dimension obtained a somewhat "high" response level, which confirms its importance at the level of the sample members, and this confirms that the study sample company seeks to adopt an effective control policy by urging employees to abide by the instructions and laws and to implement orders issued by higher authorities as long as it enjoys transparency and objectivity.

Table (4) Descriptive statistics for the control dimension

No.	mean	S.D	%	C.V	answer level
1	3.449	1.054	68.98	30.57	high
2	3.702	0.904	74.05	24.43	high
3	3.361	0.958	67.22	28.51	Moderate
4	3.342	0.990	66.83	29.64	Moderate
5	3.337	0.995	66.73	29.81	Moderate
6	3.438	0.765	68.76	22.25	high

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

5. After performance appraisal:

This dimension was measured by five field indicators with their statistical symbols (PA1-PA5), as it is clear from Table (33) the descriptive statistics of the answers of the study sample for the dimension of performance evaluation, as it is noted that the paragraph (PA1) whose content (the manager provides notes on the performance of employees.) It obtained the highest arithmetic mean of (3.576), standard deviation (0.950), and relative coefficient of difference of (26.57%), and the intensity of the answer to it reached (71.51%), and this shows good harmony in the answers of the study sample towards this paragraph, and within the level of answer. high" While paragraph (PA4), which contains (the company's management depends on objective performance criteria far from bias when evaluating performance.) got the lowest arithmetic averages (3.083) with a standard deviation of (1.191), a relative coefficient of difference of (38.65%) and the severity of Answer (61.66%) and within the response level of "moderate".

According to the foregoing, the general weighted arithmetic mean of the performance evaluation dimension was (3.319), with a general standard deviation of (0.885), a relative coefficient of difference (26.65%) and response intensity (66.38%), and this dimension obtained a "moderate" response level. Which confirms its importance at the level of the sample members, and this confirms that the study sample company seeks to pay attention to the performance achieved for all employees in order to improve it and encourage employees in many ways to increase the percentages of achievement achieved for performance and this is achieved by adopting objective criteria to evaluate performance to achieve the best investment of their abilities and potentials, but this The interest was below the level of ambition.

Table (5) Descriptive statistics for the performance evaluation dimension

No.	mean	S.D	%	C.V	answer level
1	3.576	0.950	71.51	26.57	high
2	3.390	1.040	67.80	30.69	Moderate
3	3.102	1.109	62.05	35.74	Moderate
4	3.083	1.191	61.66	38.65	Moderate
5	3.444	1.152	68.88	33.44	high
6	3.319	0.885	66.38	26.65	Moderate

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

After reviewing the statistical description of all the dimensions of the solid human resource management variable and the resulting answers of the study sample regarding its sub-dimensions, table (34) shows the descriptive statistics and the general arrangement of the dimensions of the solid human resource management variable in the field, which reflects the extent of interest of the sample members in these dimensions, as Its order was as follows (after human resource planning, after work turnover, after control, after performance appraisal, and after wages) respectively.

As for the main solid human resources management variable, it achieved a general weighted arithmetic mean of (3.466) and its standard deviation value (0.624), which indicates the dispersion of the sample's answers from its arithmetic mean, and a relative coefficient of difference of (18.01%) and the severity of the achieved answer reached (69.32%) and thus achieved a "high" response level, and this indicates that this variable had a high degree of importance according to the answers of the sample members.

Table (6) Descriptive statistics for the hard resource management variable

No.	mean	S.D	%	C.V	answer level
1	3.735	0.883	74.69	23.65	high
2	3.282	0.792	65.64	24.14	Moderate
3	3.556	0.606	71.12	17.03	high
4	3.438	0.765	68.76	22.25	high
5	3.319	0.885	66.38	26.65	Moderate
6	3.466	0.624	69.32	18.01	high

Source: Prepared by the researcher based on the outputs of statistical programs (Microsoft Excel, SPSS)

CONCLUSIONS

The results showed that the company in the field of study seeks to determine its needs of human resources based on its current and future capabilities, and this depends on the available expertise and specialized skills in the company and the level of their professional training within this framework. Where the study sample company seeks to some extent to be interested in

drawing clear plans and criteria to determine the approved wage policies and how to determine wages according to the performance of each employee so that the wage determination is according to the achievement percentages achieved and the performance of each employee, but this concern was below the required level. In addition, the company seeks the field of study to the best of its ability to reduce work turnover rates, and at the same time it is concerned with maintaining the stability of employees and increasing their commitment to work, and is concerned to some extent in changing employees according to the interest achieved by the company. The company also seeks in the field of study to adopt an effective control policy by urging employees to abide by the instructions and laws and implement the orders issued by the higher authorities as long as they enjoy transparency and objectivity. In addition, the company seeks in the field of study to pay attention to the performance achieved by all employees in order to improve it and encourage employees in many ways to increase the percentages of achievement achieved for performance. This is achieved by adopting objective criteria to evaluate performance to achieve the best investment of their abilities and potential.

RECOMMENDATIONS

1. The company's management should determine its needs of human resources based on its current and future capabilities through a comprehensive study of its internal and external environment. This helps the company to acquire the human resources required for expansion and potential diversification, assess potential surpluses of human resources and make the necessary adjustments.
2. The company should pay attention to drawing clear plans and criteria to determine the approved wage policies and how to link the incentives and rewards of human resources to their contribution to work, which includes the effort, educational qualification, experience and performance of each employee.
3. The study recommends that the Maysan Oil Company work to reduce work turnover rates and at the same time pay attention to maintaining the stability of employees, increasing their commitment to work, and changing employees according to the interest of work.
4. Working to adopt an effective control policy by conducting periodic inspections of the company's sites and workshops, as well as equipment and machines to ensure that they meet the requirements of quality and flexibility in work, as well as urging employees to abide by the instructions and laws and implement orders issued by higher authorities when the objective of control practices is General is to ensure that employees are provided with information on work-related performance standards, correct deviations, and motivate effective performance.
5. Paying attention to the performance of each employee with the aim of improving it and encouraging

employees in many ways to increase the percentage of achievement of performance by relying on objective criteria for evaluating performance that are far from bias when assessing to achieve the best investment of their abilities and capabilities.

REFERENCES

1. Armstrong, M. (2008). Strategic Human Resource Management A Guide To Action 4th Edition.
2. Begum, S., Sarika, K., & Sumalatha, G. (2015). A study on performance appraisal private sector vs. public sector. IOSR Journal of Business and Management (IOSR-JBM), 17(2), 75-80
3. Brefo-Manuh, A. B., Anlesinya, A., Odoi, A. A. S., & Owusu, D. R. (2016). Evaluating organizational uses of performance appraisal system: a conceptual analysis and framework for the future. International Journal of Business and Management Review, 4(7), 8-20.
4. Busina, F., & Sikýr, M. (2014). Human Resource Controlling and Human Resource Management: Practice of Small and Medium-Sized Building Companies in the Czech Republic. Journal of Modern Accounting and Auditing, 10(9).
5. Kelechi, N. G., Akpa, V. O., Egwuonwu, T. K., Akintaro, A. A., Shonubi, A. O., & Herbertson, A. E. (2016). The effect of compensation administration on employee productivity. Arabian Journal of Business and Management Review (Oman Chapter), 5(8), 40.
6. Kidombo, H. J. (2009). Human resource management orientation and strategic responses to environmental change.
7. Kondrasuk, J. N. (2011). The ideal performance appraisal is a format, not a form. Allied Academies International Conference, 10(1), 61-75.
8. Legge, K. (1995). HRM: rhetoric, reality and hidden agendas, in Storey, J. (Ed.), Human Resource Management: A Critical Text, Routledge, London, pp. 33-61
9. Maina, D.K. and Kwasira, J. (2015). Role of Human Resource Planning Practices on Employee
10. Muthuku, M. (2020). Soft HRM Model: Human Capital as the Greatest Asset for Organizational Performance. Journal of Human Resource & Leadership, 4(2), 14-29.
11. Nor Khomar , Fakhrul Zaman, A, Zainal Abidin. R, (2011) "The Association between Hard and Soft Human Resource Orientation in the Malaysian Hotel Organization". International Journal of Business and Social Science Vol 2 No: 22 pp: 2
12. Prashanthi, K. (2013). Human resource planning-An analytical study. International journal of business and management invention, 2(1), 63-68.
13. SoÓsová, V. (2011). IMPLEMENTATION OF HUMAN RESOURCE CONTROLLING IN SMALL AND MEDIUM-SIZED ENTERPRISES. Human Resources Management & Ergonomics, 5(2).
14. Szamosi, L. T. (2018). Human Resource Management: A Critical Approach.
15. Tuner, A. (2010). The influence of empowerment and engagement on affective commitment and turnover intentions in community health services workers. Leadership in health services, 24(3).
16. Verburg, R. M., Nienaber, A. M., Searle, R. H., Weibel, A., Den Hartog, D. N., & Rupp, D. E. (2018). The role of organizational control systems in employees' organizational trust and performance outcomes. Group & organization management, 43(2), 179-206.
17. Weibel, A., Den Hartog, D. N., Gillespie, N., Searle, R., Six, F., & Skinner, D. (2016). How do controls impact employee trust in the employer?. Human Resource Management, 55(3), 437-462.
18. Wood, G. and Vitai, Z. (2014). Strategic human resource management, in G. Rees and P. Smith (Eds.), Strategic Human Resource Management. London: Sage
19. WUBE, F. (2020). EXAMINING THE EFFECTS OF EMPLOYEES TURNOVER ON ORGANIZATION PERFORMANCE: THE CASE OF SOME SELECTED BRANCHES OF DASHEN BANK IN ADDIS ABABA (Doctoral dissertation, ST. MARY'S UNIVERSITY).