

Organization Development through effective Hiring System: A phenomenological study of business organizations

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Abstract

Performance of business organizations in emerging economies like Pakistan is not encouraging due to various economic, political and technological factors. Pakistan need sustainable and modern industrial infrastructure to face the future potential challenges. Concepts of organizational development can play a leading role in productivity and systems improvement. Models of behavioral interventions of organization development can be utilized to enhance the organizational effectiveness and performance. The role of people management practices and compliant human resource management systems is vital and strategic to hire talented and professional employees to develop high performance organizational culture. The research study uses interpretive qualitative phenomenological analysis (IPA) approach to explore the role of compliant hiring system in organization development and how it improves the organizational performance. Semi-structured data was collected by conducting in-depth interviews of Human Resource Management (HRM) & Organizational Development (OD) professionals, selected through purposive sampling method. Findings show that efficient and compliant hiring systems are important to change the behaviors and attitudes of employees toward work for a strategic growth. Organizations should establish and align selection process with corporate objectives. Management of people requires efficient HRM systems.

Key words: Organization Development, Hiring System, Organizational Effectiveness, Human Resource Management Systems

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Introduction

Organizations of emerging markets and economies need strategies to leverage and shape socio-political and cultural institutions to obtain or retain competitive advantage (Marquis and Raynard, 2015). Odoardi et al (2015) argue that good managerial and human resource strategies promote psychological empowerment and performance of employees at workplace.

Organizational psychologists recommend the concepts of organization development to improve organization performance to solve other strategic organizational problems. Models of organization development help organizations to re-build the technologies, systems, procedures, structures and other business strategies. Organization development is a process of systematic initiatives to address future potential challenges. Next generation HRM systems are important to develop great people and great performance (Hudson, 2011). Motivated and culturally fit employment yield excellent performance at workplace.

Beckhard (1969) has defined the organization development process as “*an effort, planned, organization wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organizations processes, using behavioral-science knowledge.* Some other definitions of organization development are given below:

Organization development is a system-wide and values based collaborative process of applying behavioral science knowledge to the adaptive development, improvement and re-enforcement of such organizational features as the strategies, structures, processes, people and cultures that lead to organization effectiveness. (Bradford, Burke, Seashore, Worley, & Tannenbaum, 2001).

The role of recruiting and hiring system is more vibrant in organization development. Efficient and compliant hiring system is critical for any organization to stay in the business community and it also resolve employment challenges and contribute to strengthened organizational culture. According to Fiona et al. (2015), effective and good HRM practices and systems improve employment relationships, workers' well-being and overall performance of employees. Ji et al. (2012) argue that collective HRM practices enhance organizational performance. They suggested that there is need to develop a more powerful theory in the future for studying collectivism-oriented HRM related issue and efforts should be made in the future to do this development. So, there is a need to study the new dimensions of organization development and performance. Bae and Lawler (2000) have examined the

relationships between organizational HRM and performance in Korean organizations and concluded that organizational flexibility, competitiveness, human capital and high-involvement work systems are the strategies through which organizational performance can be enhanced. They further say that spirit; high-involvement work systems, creativity and innovation were the strategies which bring economic success in Korean organizations. They suggested that the role of human capital and organizational performance shall be investigated in other contexts will be useful.

Variety of models have been presented by researchers in the area of organization development. Globalization, demand of work quality, increased expectation of customers, competition and poor economic condition in Pakistan has accelerated the need of systems improvement in business organizations. Little attention has been given in Pakistan to explore the role of hiring system in organization development. Moreover, organization development (OD), especially behavioral interventions, is an emerging area of organization science in Pakistan. This research fills this gap in the literature by focusing on recruitment and hiring system in business organizations of Pakistan, increasing understanding of recruitment behavior of human resource managers. Employees are important and organizations cannot survive without high-potential employees and various methods and strategies are used to develop employees because they play major role in organizational success. The findings of the research study are the guidelines to practitioners and corporate planners to re-develop and re-think the effective methods and strategies of employment and talent management that lead to successful performance and results because highly professional and talented employees can maximize the organizational performance. The section on theoretical framework includes distinct sub-sections on national and international aspects of organizational development through efficient and compliant hiring of employees. The methodology section elucidates the Interpretive Phenomenological Analysis (IPA) Approach which helped to analyze data to create understanding regarding some of the techniques and effective strategies organizations uses during organization development process. Main findings have been outlined in the results section, whereas discussion section presents the critique as well as discusses and grounds findings in the expanded literature review. The conclusion section outlines main findings, describes this research study's contribution to the relevant body of knowledge and indicates further research intentions.

Objectives of the study

Highly professional and competitive employees are the strategic asset of business organizations. Organizations need to develop and implement compliant

hiring and recruitment systems to help the HRM people to recruit and hire talented employees. Models and concepts of organization development (OD) help the corporate planners to initiate intervention strategies to improve the performance. Objectives of the current research study are to explore the role of hiring system in organization development in business organizations of Pakistan.

Theoretical framework

Importance of organizational development

Organization development is a complex and multi-stage process. Outcomes of organization development can be achieved while using a wide range of methods, processes and systems. Organization development process emphasis on behavioral sciences and it is a response to change. Cummings and Worley (2005) have also stated that organization development is a science of behaviors' development at workplaces. Organizational development is manifold process which depends on various factors like technological, psychological, social, environmental and cultural and systems related to people. Burke (2004) has identified five models of future organizational development, the traditional model, the independent model, the decentralized model, the integrated model and the strategy model. So, from the beginning the organizational development practitioners are interested to initiate OD interventions to address the future potential challenges.

System theory approach is an emerging phenomenon in management sciences. System theory has guided the managers to analyze the organizational aspects in a new way. Organizations work like a system. Development of the sub-systems of an organization means the development of the entire organization. Integration of organizational development interventions with HRM systems yields better results.

Organizational development in business organizations of Pakistan

Organization development has come in to popular usage in recent years in business organizations of Pakistan. Organizations are important because they produce job opportunities. Pakistan need durable and innovative industrial infrastructure to face the future potential industrial challenges. Pakistan is facing challenges to utilize the human resource for a sustainable economic development (Abbasi & Burdey, 2008). The performance of an organization depends upon the performance of employees. Organizations are investing on employees' development to enhance the

organizational effectiveness. Employees' development is a component of organizational development (Abdul Hameed & Waheed, 2011).

Corporate planners in Pakistan are now more strategic to identify solutions of business problems. Implementation of new organization development concepts and employees' development for a high performance organizational culture is a need of the day. Organizations are interested to integrate organizational systems into a single system to yield efficient results. Corporate planners in Pakistan understand the importance of re-skilling of human resource functions, creation of learning & development culture, enhanced capabilities of employees for high performance and implementation of new HR technologies to develop 21st century organizations. Mature HRM systems produces mature, professional and knowledgeable employees. Effective systems are crucial to organizational success.

According to Pakistan Economic Survey (PES) 2013-2014, flow of people from rural areas to urban areas is an alarming. The employment share by manufacturing sector has increased to 14.1 percent in 2012-13 from 13.7 percent in 2010-11. Pakistan has initiated various self-employment schemes to address unemployment issues in country. Movement of people in search of social and economic opportunity, they migrate to cities because cities generate jobs and income. Table 01 shows the population from 2008-2013.

Table 1: Urban and Rural Population (Millions)

| Year | Urban Population | Rural Population |
|------|------------------|------------------|
| 2008 | 58.74 | 107.67 |
| 2009 | 60.87 | 109.07 |
| 2010 | 63.05 | 110.46 |
| 2011 | 65.28 | 111.82 |
| 2012 | 67.55 | 113.16 |
| 2013 | 69.87 | 114.48 |

Source: Population Census Organization, National Institute of Population Studies (NIPS) & (Pakistan Economic Survey 2013-2014)

Hiring system and organizational development

Quality employees are one of the most important factors related to output of employees in manufacturing organizations. Professional, committed and skillful employees are strategic asset for organizations. A highly systematic system can yield

productive and professionally dedicated employees. Effective and matured hiring systems have been the backbone of global organizations. Companies and employees are the strategic partners and they maintain long-term relationships. Strong company-employee relationship leads to employee performance. Effectiveness of an organization increases when the performance of an employee increases (Abdul Hameed & Waheed, 2011). The role of employees is important. Organizations cannot operate without employees. So, organizations are gaining awareness that good systems produce productive employees. Pakistan Bureau of Statistics has stated in his report of Pakistan Employment Trends (2011) that productive and safe employment for all is included in the priorities of Government of Pakistan.

Employees' oriented hiring strategies are developed to maintain competencies of employees at the required performance level. Hiring system and organization development work together for bright future. Good hiring system create supportive work environment.

Research methodology

The qualitative phenomenology research approach was used to explore the phenomena. This research design helps the researcher to gain in-depth understanding of the phenomena when participants share their experiences (Goulding, 2005). Interpretative phenomenological analysis (IPA) is beneficial to explore personal and social experiences of the participants. A purposive sample of 25 human resource management and organizational development professionals was selected from business organizations of Pakistan. Semi-structured interviews of professionals were conducted and each participant was given the right to withdraw from the study at anytime. Interviews were tape recorded, transcribed and transcriptions of the interview were sent to participants to ensure trustworthiness. Some participants recommended minor changes in the transcriptions. Analysis of the data was conducted using interpretative phenomenological approach. Following questions were asked during semi-structured interviews to address the major phenomena.

- How professionals define organizational development?
- What are the successful organizational development strategies?
- What is the role of hiring system in organizational development in business organizations of Pakistan?

Results

Demographic profile of participants

Table 02 shows the demographic profile of the participants. It shows that participants have considerable experience in human resource management and organizational development. Highly professional and qualified professionals were included in the study to explore the phenomena. Most of the participants have done MBA and Master. The sample consists of professionals within age groups 30-40, 40-50 and 50-60.

Table: 2 Demographical profile

| Participants | Age Group | Years in Profession | Qualification | Industry |
|---------------------|------------------|----------------------------|----------------------|-----------------|
| P1 | 40-50 | 15 | MBA | Textile |
| P2 | 40-50 | 15 | MBA | Textile |
| P3 | 30-40 | 10 | MS- | Chemical |
| P4 | 40-50 | 17 | Management | Textile |
| P5 | 40-50 | 18 | MBA | Chemical |
| P6 | 50-60 | 16 | M.Phil | Chemical |
| P7 | 50-60 | 20 | Master | Chemical |
| P8 | 40-50 | 20 | Master | Textile |
| P9 | 40-50 | 10 | MBA | Pharmaceutical |
| P10 | 40-50 | 20 | MBA | Textile |
| P11 | 30-40 | 17 | MBA | Textile |
| P12 | 30-40 | 14 | MBA | Pharmaceutical |
| P13 | 40-50 | 15 | MBA | Cement |
| P14 | 30-40 | 14 | Ph.D | Home Appliances |
| P15 | 30-40 | 09 | MBA | Cement |
| P16 | 50-60 | 15 | BBA (Hons) | Home Appliances |
| P17 | 50-60 | 16 | Master | Home Appliances |
| P18 | 50-60 | 08 | Master | Textile |
| P19 | 50-60 | 09 | MBA | Cement |
| P20 | 30-40 | 05 | MBA | Chemical |
| P21 | 50-60 | 07 | BBA (Hons) | Chemical |
| P22 | 50-60 | 18 | MBA | Leather |
| P23 | 50-60 | 15 | MBA | Beau rages |
| P24 | 30-40 | 18 | Master | Chemical |
| P25 | 30-40 | 06 | MBA | Pharmaceutical |
| | | | MBA | |

Findings:

In-depth interviews of the professionals were conducted and various themes were generated. Objectives of the interviews were to address the above questions.

Organizational development and hiring of employees:

Effective and efficient hiring system ensures the recruitment of talented employees. Talented employees play important role in organization development. Strategic hiring system produces true leaders. Leaders influence people. Leadership at corporate level is critical for organizations in Pakistan to face global organizational changes. Participants strongly recommended effective and efficient hiring system for organizational development. The majority of professionals reported that efficient hiring system significantly affect organizational effectiveness.

Participants stated that new organization development initiatives are emerging in global organizations. The role of efficient management of human resource cannot be avoided. Human resource personnel are responsible to change the behavior of employees in a positive way to achieve the organizational goals and objectives. Effective hiring system is a tool through which values of employees can be developed for a maximum performance. Participants stated that organizational development can be achieved through individual development. Majority of professionals argue that control of change process is more important than any initiative. Well-managed and documented hiring process ensures success. Professional stated that organizational development is a discipline which focuses on attitude and behavior of employees to improve efficiency.

Organizational development means behavioral changes.....P14 & P20

In Pakistan, business activities of global organizations are increasing with the passage of time and the local organizations are adapting international business trends and management practices. Global business organizations have strong financial background and they are in a better position to sustain economic and unforeseen changes. Participants suggested that local business organizations must develop the business attitude and behavior of employees to stay in this global economy.

Participants stated that every organization is like a system which believes in coordinated efforts. Organizations should follow 7-S model for effective development. Organizations must integrate all the components of 7-Ss for a strategic progress. Components of 7-S model are structure of the organization, strategy

implemented, systems which are developed, skills of employees, shared values, talented staff and style of leadership approach (Peters & Waterman, 1982). Meadows & Wright (2008) have also proposed that the organized integration of all sub-systems is a prerequisite for a strategic and sustainable growth.

Participants also stated that *organizational development is a sequential process of performing activities.....* P12, P20 & P21 as presented by Burke (1982) that eight steps of entry, start up, diagnosis or assessment, action planning, interventions, evaluation & improvements, adoption and separation. Organizations development believes in planned activities of any development process from top to bottom. Behavioral science knowledge is used in organizational development process with the involvement of top management. Organizational development concepts are emerging in Pakistan to address the challenges. Organizational development efforts build the organization's capacity and improve systems. Organizational development and HRM systems are striving to make organizations more effective through people.

Participants stated that organizational development (OD) is a diverse field in management sciences. OD interventions can be implemented any time in organization to create strategic work plan and effective working environment. OD also guides to develop good systems and procedures and the role of systems and procedures are also instrumental in organizational development.

Hiring system of employees in organizations

Systematic recruitment and hiring of employees assess a candidate's fit with organizational culture. Organizations should establish and align selection process with corporate objectives. Competition among organizations is a positive sign in Pakistan. Pakistan is an emerging market in Asia. Despite global economic and security challenges manufacturing industry is growing and expanding. Executives are facing changing market conditions and new trends in employees' management. Organizations are strategically and proactively implementing new talent management and hiring programs. Organizational effectiveness can be achieved through well-managed hiring system because it increases competencies, confidence, skills, and knowledge, abilities, and organizational effectiveness. Good employment system polishes the behavior of employees in a systematic way.

Recruitment of qualified and professional people is now more important than ever in business organizations. Professional employees create collaborative work environment and they are the key asset for business organizations. Culture of business organizations in Pakistan is not professionally mature which result in poor

work environment which affects the morale of employees. There is a need to develop and implement employees' oriented policies in organizations. Pakistan is a country with a rich diversified human resource. The culture is also diversified. Pakistan is the world's seventh most populous country and development has been seen in the social sector in recent decades. Pakistan is a rural economy but now the urban population increases due to the high flow of people from rural areas. Employment opportunities in big cities are the main cause of migration of rural people to urban areas.

The employment conditions and employees' expectations are now changing. Majority of professionals reported that HR professionals play a strategic role in business organizations. Implementations of new innovative ways of human resource management at workplaces are essential to compete in the multinational dominated business environment.

“Organizations need effective hiring systems to build and strengthen human resource capacity and to maximize the opportunity to gain employment objectives” P5

Human resource systems are vital as they outline the terms and conditions of employment. The main objective of effective hiring system is to have the right people, with the right skills, in the right place, at the right time to achieve corporate objectives.

Participants recommended that next generation recruitment and hiring system is the most important part of the entire human resource management system. Effective hiring systems relied on multiple skills of job candidates to be successful in a specific job. Participants also expressed that:

“Effective, efficient and competency based recruitment and selection systems are the need of day because it addresses human resource management issues in a fair and systematic way in the business organization of Pakistan” P9&P11.

Participant P17 stated that the *“relationship between human resource management systems and organizational development is bright in Pakistan. The relationship is important for sustainable business performance. Organizations should focus to align systems and procedures to enhance productivity and profitability”*

Participant P14 referred the 10 findings of Global Human Capital Trends Survey (2014). The survey has identified three key areas of strategic focus. The first area of focus is the need to broaden, deepen, and accelerate leadership development.

The second area is the need to develop innovative ways to attract, source, recruit, and professionals. The third focus area is to create a flexible global HR platform.

Challenges in implementing effective hiring system

Business organizations in Pakistan need to develop and implement high performance HR systems to improve performance. Traditional business and management systems are the cause of poor performance. Modernization of organizations, especially the communication sector, is now emerging and they have established role models for local organizations. Multinational Organizations have established their manufacturing units in Pakistan and local organizations have opened their offices in other countries which are good sign. Culture is a major challenge in a merit based hiring system. Unemployment rate is an alarming and employment structure is not mature. Local, provincial and federal employment laws are poorly being followed. Grievances of employees are increasing day by day. Hiring systems in organizations are not producing the desire results. Decisions are centralized and micromanagement practices have damaged the morale of employees. Regulatory and governing bodies are not serious to address the issues of employees and the labor laws are not implemented in the true sense. There is a significant impact of political interference on hiring decisions. Nepotism is also a major issue in employment. Business organizations should implement HRM policies and practices in the local culture to improve performance. Khilji (2003) & Islam (2005) have also stated that national cultures that impinge upon functioning of HRM include collectivism, high power distance, distrusting relationships between supervisor and subordinate, bureaucratic and hierarchical organizational structures and favoritism.

Human resource management is a challenging job in Pakistan. Management of people requires efficient HRM systems. The role of national culture is an important factor to attract global investors. Employers poorly follow business strategies and mostly organizations believe in day-to-day operation. Management is not interested to develop and implement long-term and systematic approach. People are more interested in their own interests. Power politics and micromanagement are still challenges for corporate planners. Organizations are not utilizing their employees efficiently. Organizations must utilize employees effectively and efficiently to achieve productivity, performance, and standards. Talented people are our strategic resource. A competitive hiring system ensures to achieve organization's credibility, employees' loyalty, customers' satisfaction, environmental compliance and overall business objectives. Loyal employees support the values of an organization.

Participants also highlighted that organizations have now realized the role of competitive HRM systems and practices to survive in the global business market. Organizations should concentrate on employees' development and to create a learning environment. The new emerging concepts in HRM and HRD can lead organizations to develop and plan long-term hiring systems.

Hiring system

Participants shared that hiring system must be fair, nondiscriminatory and competitive without regard to race, religion, color, sex, age, marital status, sexual orientation, or any non-job related factor. Hiring of employees should be done according to the established hiring policy to meet the general objectives of the company. Hiring system should be developed to establish and maintain management-staff relations and self respect. Recruitment, hiring and staffing should be based upon merit, professional skills, experience, and competencies for a winning talent.

An effective hiring system must follow all the components of a hiring process which may include, need realization, source planning, screening, initial interview, panel interview, realistic job preview (Khattak et al. 2014), job offer, orientation process, socialization, induction, probation period and evaluation. RJP is an important component of any hiring process. Positive and negative points of a position are discussed with job candidates to unnecessary employees' turnover. Orienting of new employees to the organization and to their positions is critical to establish successful, productive working relationships.

Participants shared their views that human resource is one of the important resource required for the organization in addition to capital and assets, we also consider HR as the important assets for the organization. Success of an organization is directly & indirectly depending on the quality of his human resource, we have noticed the secrets behind the top companies of the worlds are good team work and quality of HR. HR is available in market but companies need to establish comprehensive system for good HR search, assessment, hiring and training etc. organizational development and effectiveness is directly proportion to the effective system of recruitment. If the system is good in place definitely organization will get the good output otherwise it may be affected negatively. Most of the companies not giving importance to this process and in result they got average output from the system and the quality of people they recruit which is not enough to compete in the local & international market for the growth of business and profits.

Challenges are increasing day by day for which continues improvement is required in the organization including HR and its hiring procedures, in some areas people can be improved by training & development but it depends on the time & nature of the job.

Discussion & Conclusion

A qualitative phenomenological study was conducted to explore the role of hiring system in organizational development in business organizations of Pakistan. Organizational development is a new field of study and a very large and complex area. Careful analyses are conducted before the implementation of HRM methods and processes to bring about desired outcomes in organizations. Irshad & Toor (2008) have also recommended that HRM challenges should be minimized to implement the best HRM systems. The emerging concepts of HRM & OD guide planners to lead organizations for a future competition.

HRM systems are important to change the behaviors and attitudes of employees toward work for a strategic growth. Abdul Hameed & Waheed (2011) have stated that employees' development is a component of organizational development and the role of efficient hiring systems cannot be ignored.

Participants during interviews also stated that hiring of talented employees is critical for an organization's success. Well-designed system is the foundation of peak performers.

Corporate planners should re-think the situation. The current situation demands a complete and strategic approach to human resource management especially hiring of employees. Peak performance at individual and organizational level is now a key performance indicator of the firms. Globalization is an emerging challenge as well as opportunity for business organizations in Pakistan. Organizations are strategically planning to utilize the human capital, effectively and efficiently, to re-gain the position in business, declined due to economic and energy crisis in the recent years. So, the role of human resource department is critical to initiate the best hiring systems to enhance the performance of employees as well as organizational development.

Previous studies have also addressed the issue of performance. Pfeffer (1994) says that human resource is a central and major ingredient which affects organizational effectiveness. The best recruitment practices enhance the knowledge, skills and abilities of employees and increase their motivation to perform (Shaw et

al, 1998). HR practices have a significant and positive effect on organizational performance and it also encourage cooperation among employees. HR practices positively affect operational performance of employees. HRM practices and systems improve organizational performance (Lepak & Shaw, 2008). A number of studies on employees hiring have been identified in the literature and this has been explored that employees hiring systems play a vital role in the organizational development.

Participants were very delighted and shared that “relationship between human resource management systems and organizational development is bright in Pakistan. The relationship is important for sustainable business performance”. The execution of a hiring process requires significant attention because employees have the greatest impact to the company’s performance. Source planning, interviews, screening of applications, realistic job preview, orientation, effective process administration and job analysis are the major components of a hiring process. Source planning help to identify the source of recruitment that from where the employee should be hired. Interviews provide an opportunity of face-to-face interaction with job applicants. Realistic job preview help to reduce various recruitment and hiring cost. Effectively orienting new employees to the organization and to their positions is critical for establishing successful, productive working relationships.

Compliant hiring systems create collaborative work environment. Bandura (2002) has stated that poor work environment affects the morale of employees. Owing competition, globalization and internationalization in organizations the expectations of employees are now changing and the high rate of turnover among employees have a serious impact on organizational development. Soomro et al., (2011) have stated that compliant HRM practices enhance performance.

Theoretical implications

The study contributes to the body of knowledge in several ways. This research study has explored the role of HRM hiring system in organization development (OD) in business organizations in the context of Pakistan. The study contributes to literature by sharing the importance of HRM systems as OD strategies to recruit and hire talented employees to enhance the organizational performance. Both OD and HRM are emerging disciplines in Pakistan. The study provided empirical support that OD behavioral interventions like HRM systems, processes and innovative procedures are equally beneficial in emerging economies like Pakistan. The results of this study have provided support for the applicability of HRM & OD theories in business organizations of Pakistan which are now implemented in more

developed countries. Success of business organizations is not possible without compliant and good HRM systems.

Practical implications

The study has many practical implications. It is important for human resource practitioners in conjunction with the top management to develop effective HRM systems and procedures, aligning them with the business strategy and taking a systematic approach to meet the corporate objectives. Our findings inform the policy makers, OD practitioners, HR managers and HR planners to introduce and implement the best HR recruitment and hiring practices to comply with the local, provincial, federal and international laws and standards.

Limitations & Future directions

A sample of twenty five HR professionals was taken in the study from a geographical area, Lahore, Punjab, Pakistan and a study with a large sample which covers all geographical areas may allow generalization of the findings. In this phenomenological study only HR professionals were interviewed and a sample may be drawn including HR & OD professionals, Consultants, employees and Directors to gain diversified views.

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