

# THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE PERCEPTIONS OF ORGANIZATIONAL AND MARKET PERFORMANCE OF THE FIRM

Gedaliahu H. Harel and Shay S. Tzafrir

*The purpose of our study is to extend the emerging empirical literature on the firm-level impact of human resource management practices. Results based on a national sample of organizations from private and public sectors in Israel indicate that these practices have a significant impact on both the perceived organizational and market performance of the organization. The single independent variable found to be statistically significant in affecting perceived organizational performance was training practices. In the case of perceived market performance, we found that, in addition to training practices, employee selection practices also significantly affected the perceived market performance.* © 1999 John Wiley & Sons, Inc.

## Introduction

In today's world, organizations are in a constant state of competition. The intensity of competition increases annually and the need to continuously improve organizational performance has never been greater. Managers must be on a constant lookout for ways to maximize their organizations' strategic resources. The resource base approach contends that the organization can develop a sustained competitive advantage only if its activities create value in a unique way, one that competitors cannot easily copy (Barney, 1986; 1991; 1995). This approach transfers the emphasis from the organization's competitive environment to the resources it can develop to use in this environment (Miller & Shamsie, 1996).

The decreased importance of traditional sources of competitive success has led to the increased significance of human resources as part of the organization's intangible resources

with the potential for continuous organizational success. (Lado & Wilson, 1994; Von Glinow, 1993). Product technology and process, market regulation, and access to sources of capital are no longer as essential for success as they once were (Pfeffer, 1994). A human resource system increases organizational performance, develops and maximizes an organization's abilities (Huselid, 1995; Becker & Gerhart, 1996), and contributes to its continuous competitive advantage (Lado & Wilson, 1994). The individuals working in the company become the source and basis for utilization of other resources (Maital, 1994). Thus, through an efficient human resource system, a company's employees become, essentially, a strategic asset. They form a system of resources and rare abilities that cannot easily be copied or replaced, and that provides the company with its competitive edge (Amit & Shoemaker, 1993).

The prevailing universal assumption maintains that there are always human resource

*The decreased importance of traditional sources of competitive success has led to the increased significance of human resources as part of the organization's intangible resources with the potential for continuous organizational success.*

# Human Resource Development Practices In Russia A

**Egor S. Stroev, Leonid S.  
Bliakhman, Mikhail I. Krotov**

## **Human Resource Development Practices In Russia A:**

*Human Resource Development Practices in Russia* Maria S. Plakhotnik, 2005 This literature review aimed to investigate the literature on HRD in Russian enterprises U S firms in Russia or U S Russian joint ventures to determine the role and function of HRD practitioners in creating a successful economic transition Thirty three articles were selected through a database search and examined using content analysis Three themes emerged training its purposes and practice work ethic communication responsibility and organizational involvement of Russian employee and Russian management leadership styles values and practices Contains 2 tables

**Human Resource Development in the Russian Federation** Alexandre Ardichvili, Elena Zavyalova, 2015-05-08 Unlike Brazil India or China prior to the beginning of market oriented reforms in early 1990s Russia maintained a high level of human capital and possessed a highly developed system of vocational education continuous education and management development institutions sponsored by the government However after the beginning of the market reforms many state sponsored programs were disbanded and individual enterprises and newly emerging private educational institutions found themselves in a position of having to provide training and professional development services for future and current employees Both government level policies in support of HRD and enterprise level HRD systems have emerged fairly recently in the Russian Federation and are still in a stage of change and development This book provides an in depth analysis of the current state of HRD in the Russian Federation It covers country level policies organizational level programs and strategies and individual level educational and training efforts While the study is focused on Russia its conclusions will be of value to scholars students and practitioners examining similar issues surrounding the emergence and development of HRD systems in emerging countries Furthermore the authors framework for analyzing HRD on multiple levels and across various parts of the adult and vocational education and development systems offers a unique and important contribution to the theoretical debate on comparative educational systems outside the HRD and HRM communities

Human Resource Management in Russia Ms Tatjana Lidokhover, Professor Michel E Domsch, 2012-10-01 Investigating Human Resource Management issues in Russia this volume looks at the current state of Human Resource practice within Russian enterprises its various problems and possible solutions Following a detailed introduction into the current economic developments taking place in Russia the book examines the new role of the HR department in Russian enterprises and the influence of national politics on HR practice The book also discusses key HRM issues such as recruitment and selection training and development payment and compensation before surveying the various HR problems encountered by multinational companies working in Russia

Developing Human Resources in the Global Economy Michael J. Marquardt, Richard A. Swanson, 1999

**Resources in Education**, 1997

**Organizational Dynamics** American Management Association, 1999

*Global Human Resource Development* Michael J. Marquardt, Dean W. Engel, 1993 Providing an overview of global human resource development as well as specific information about its various areas of

concern this new text outlines the latest competencies practices programs and opportunities in this growing field It looks at the foundations for global hrd hrd practices and programs around the world career opportunities in global hrd and the future of global hrd For human resources professionals *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry* Salih Kusluvan,2003 The tourism industry of which the hospitality industry is the core element is one of the largest and the fastest growing industries world wide According to World Tourism Organisation forecasts the industry will continue to grow and employ more people in the twenty first century In parallel with the growth of the tourism and hospitality industry world wide consumer expectations and demands for quality are rising while consumer tastes are varying on the one hand and competition among the firms both nationally and internationally is intensifying on the other In this business environment of heightened consumer expectations distinct market segments that demand unique products and services and stiff competition tourism and hospitality organisations are looking for ways to excel in service quality customer satisfaction competition and performance This book takes the view that employees are one of the most if not the most important resources or assets for tourism and hospitality organisations in their endeavour to provide excellent service meet and exceed consumer expectations achieve competitive advantage and exceptional organisational performance The purpose of this book is to emphasise the critical role of employees for tourism and hospitality organisations and to examine the ways and means of managing their attitudes and behaviours for the mutual benefit of both parties tourism and hospitality organisations and their employees *Resources in Education* ,1997 **Industrial Policy of Russia and the Problems of Industrialism** ,1994 *Disability and Social Policy in Canada* Mary Ann McColl,Lyn Jongbloed,2006 Concise and accessible this book is the authoritative up to date resource for academics researchers students and professionals engaged in the field of disability and social policy This new edition moves beyond existing programs and history and focuses more on issues affecting policy and policy analysis It analyzes the current state and future prospects of disability policy at the beginning of the 21st century and attempts to identify directions for development and investment to ensure the best possible policy environment for disabled Canadians **Russia and Eurasia at the Crossroads** Egor S. Stroeve,Leonid S. Bliakhman,Mikhail I. Krotov,1999-09-15 A team of high ranking members from the CIS administration and economic experts analyses the market oriented transformations as well as specific features of the market evolving in the 12 states Using a wide range of statistical data the authors deal with industry agriculture the military industrial complex the scientific and social sphere finance and investment market infrastructure and international trade They develop a centrist concept for sustainable development and economic integration that offers the possibility of overcoming the current problems Provides Western readers with an insider view of the present situation and a wealth of valuable statistical data *Current Politics and Economics of Russia, Eastern and Central Europe* ,2005 **Guide to Indian Periodical Literature** ,1985 *American Book Publishing Record* ,2007 *Transfrontier Cooperation in the North-West of Russia* Vladlena Eliseeva,2004 *Russia*

*in Asia and the Pacific* A. V. Shkuropat, Centre for Trade Policy and Law, 1999      **Customs Modernization Handbook** Luc de Wulf, José B. Sokol, 2005 Trade integration helps promote economic development and poverty alleviation however customs procedures are often complex costly and lack transparency limiting external competitiveness and trade liberalisation reforms This handbook reviews the key elements of a successful customs modernisation strategy drawing on lessons from successful customs reform initiatives and on the experiences of the World Bank It includes operational guidelines to deal with issues such as customs valuation rules of origin duty relief and exemptions transit and security issues use of information technology a legal framework for customs operations human resource management strategies to combat corruption and management autonomy      *Selected APEC Documents* Asia Pacific Economic Cooperation (Organization), 1999      California Management Review , 2010

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