

# HUMAN RESOURCE OUTCOMES: A META ANALYSIS

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## Abstract

*This manuscript aims to determine the impact of certain human resource (HR) practices on organizational and employee based factors. These factors include organizational performances, employee productivity and turnover intentions. It explored the individual impact of all the non-financial measures that determine the performance and productivity of an organization. A meta-analytical technique was systematically conduct to study the already prevailing empirical evidences. The sample size of the study consisted of 55 articles through a statistical analysis of Fisher Z metric, which is a transformational implementation of the correlation between variables. The results determined that certain HR practices such as employee skills and training have more impact on organizational performance. Moreover, where on one hand HR practices significantly improve productivity of employees on the other hand it has an inverse effect on turnover intentions of employees working within an organization.*

**Keywords:** Organizational Performance, Employee Productivity, HR Practices, Turnover Intentions.

**JEL Classification:** Z000

## Introduction

One of the major determinants of identifying the success or failure of an organization is its performance that has been of a lot of interest for stakeholders. An extremely broad domain that comprises of many financial performance indicators, shareholders return and other product market indicators (Richard et al., 2009). Scholars have laid utmost importance on even some non-financial factors to measure organizational performances such as growth perspectives and customer perspective (Kaplan et al., 2010). This research is specifically conduct by amalgamating certain non-financial factors to identify the impact of HR practices on organizational performances, employee productivity and turnover intentions.

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HR is a broad term, which has multiple measures. These measures are study in the hindsight of meta-analyses. The sole emphasis of this study is on identifying HR practices that specifically effect the interests and performance of internal stakeholder such as employees. Further, the performances will be analyze through productivity levels and intent to leave the organization.

According to meta-analytical techniques<sup>3</sup>, all the previously conducted empirical research studies are gathered and analyzed. The analysis requires some further detailed statistical analysis to determine the relationships of the respective variables under study. For example, HR involves many practices, which are incorporate by organizations differently. This technique will help in analyzing the most significant practices that are adopt by organizations to measure their performances.

The reasons for carrying this research include; firstly, organizational performance measures largely include financial practices such as shareholders return, net profit, retained earnings etc. This study will specifically emphasize only on non-financial measures for optimal managerial results. Secondly, organizational affairs affect both internal and external stakeholders. However, the propensity of interest of these entire stakeholders vary according to the extent of their association with the organization. This study only targets the internal employees of an organization because HR practices are directly influencing them. Therefore, the contribution of this study is conducting a meta-analytical approach on internal stakeholder specifically employees of an organization to study HR practices through non-financial measures of performance, productivity and employees intention to leave.

The research objectives of the study aims at exploring the following:

- An effect of HR practices on overall organizational performance.
- An effect of HR practices on productivity of employees.
- An effect of HR practices on turnover intentions.

## **Literature Review**

### *Organizational Performance*

Organizational performance can be analyze from both financial and non-financial factors (Wood et al., 2012; Paauwe, 2009). The non-financial measures of performance can be categorize into several components. These measures include employee turnover, employee performance, innovation and employee relations (Lee & Tseng, 2011; Sun et al., 2007). Another study measured organizational performance through organizational innovation, which is further categorize into exploration and exploitation (Findikli et al., 2015). These studies clearly depict the role of internal stakeholders (employees and managers) in measuring an organizational performance.

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<sup>3</sup>Initially meta-analysis did not comprise of quantitative procedures for interpreting results but instead scholars conducted narrative reviews; i.e. short summaries of the studies considered relevant.

HR practices are traditionally divide into universalistic approach, contingency approach and configurational approach (Delery & Doty, 1996). According to the universalistic approach, HRs tend to have a direct impact on performances through various practices followed by the department. The contingency approach also confirms a relation between HR and performances through a moderating role of some integral practices. The configurational approach emphasizes on certain practices of HR that act collectively to determine consistency in an organizational performance. These approaches clearly customize the relation that exists between these two variables under study.

### *Employee Productivity*

An organizations success or failure is greatly determine by the employees that work to improvise on the overall productivity. According to Koopman et al. (2002), employee productivity is the most influential way to determine organizational strength and its sustainability. There is a clear distinction between performance and productivity. Scholars consider performance to be a broader measure that includes other factors such as effectiveness, efficiency and quality indicators (Ricardo & Wade, 2001). So, productivity can be consider as a performance measure that affects the efficiency and effectiveness of an organization (Bhatti & Qureshi, 2007).

According to Berry et al. (2012), presentism plays a vital role in reducing an employee's productivity by being available at the work place but not performing well. Productivity and effectiveness are two distinct domains that are greatly influence by HRM innovations. Some important factors that affect them include autonomy and technological advances (Lee et al., 2017).

The existing literature takes into account financial measures to be an authentic source of measuring organizational performance. In order to overcome this gap only the non-financial measures were study in this research in order to determine its impact on the organizational performance. Amongst these non-financial measures, internal stakeholder's perspectives were incorporate in this research study. Furthermore, HR department comprise of a set of practices, which vary according to different organizational policies. This research highlighted the most commonly used HR practices, which included recruitment, teamwork, compensation, communication and training.

### *Turnover Intentions*

Turnover intentions can be categorize into either voluntary or involuntary intentions. A voluntary turnover influences an employee to quit the organization with his or her own free will and without any pressure from internal or external influencers. It might be due to any internal or external factors. On the other hand, involuntary turnover is when an employee is terminate from his designation due to personal conflicts, low performance or any other reason that bothers the employer (Booth & Hamer, 2007). According to Frenkel et al. (2013), both HR and line, managers have a vital role in influencing an employee's turnover intentions. This is because these managers greatly leave an

impact on the employee's job satisfaction levels.

All existing studies have identified several reasons for a high turnover rate but have not highlighted the practices, which can eradicate the problem. According to Long et al. (2017), HR practices can greatly influence an employee turnover rate for an organization. These practices can include employee's career development, training, performance appraisals and compensation schemes.

### **Methodology**

A meta-analytical approach was conducted, which systematically compiles the results of all the previous studies performed by scholars. Studies were selected based on the variables of HR practices, organizational performances, employee productivity and turnover intentions. Therefore, meta-analytical procedures do not require collection of data from participants.

#### *Sample*

As a meta-analytical approach is used in this study, the sample size comprises of articles. The sample size included 55 articles incorporating the studied variables. The relevant articles are study since the time these concepts were vaguely developed. All the relevant articles since the year of 1990 onwards are included in the database for further analysis.

#### *Collection and Classification of Articles*

The specific article collection for this study required amalgamating both published and unpublished works. The databases used for published collection purposes comprise of Science Direct and Jstor. Furthermore, the databases used for unpublished collection purposes include ProQuest and SSRN.

In order to follow a stringent classification procedure a quantitative synthesis technique was adopted. The first step comprised of classifying the articles into financial and non-financial studies. After short-listing only the non-financial studies, further the studies were arranged according to the viewpoints of internal and external stakeholders. Proceeding all these studies were analyzed and certain common themes and sub-themes were derived from them. Besides this classification, the studies were also selected on the basis to ensure there were only empirical studies and not conceptual ones. Therefore, the total sample of articles for organizational performance are 24, employee productivity have 9 articles and turnover intentions have 22 articles. This makes a combined sample size of 55 articles.

#### *Procedure for Coding*

Coding procedure adopted for the meta-analytical technique include specifying the measures of each selected variable. Furthermore, the scales measuring every characteristic were identified such

as a continuous scale or a categorical scale.

### *Effect Sizes*

Effect sizes are considered an integral root of meta-analytical techniques. It involves a rigorous quantitative analysis of the individual studies been short-listed for the research. There are three types of effect sizes including R index, D index and Odd ratio. This study makes use of R index effect size because a relationship between two continuous variables is aim to be measured. The procedure followed for calculating the effect sizes includes the correlation definition of the study, coding methodology such as a regression equation used to determine the correlation. Moreover, the software used for conducting this research is Comprehensive Meta-Analysis that enables to analyze data effectively and efficiently. The measures observed included correlational values, sample sizes, Q-statistics, effect sizes and heterogeneity indices.

Further analysis was conducted through a Fisher Z metric, which enables to calculate the standard error through transforming the correlation. While making calculations for the standard error there are, two factors kept into consideration including error of correlation and error of sample size. Those studies with a larger correlation have an inverse relation with the standard error that further affects the weighted averages. Moreover, Fisher Z metric is calculated by the following formula:

$$F i s e r Z = 0.5 * \frac{1 + Correlation}{1 - Correlation}$$

### *Definitions*

- Human Resource Practices

Human resource have been classified as a set of practices that include selection, teamwork, communication, compensation, training, stability and status reduction (Camps & Luna, 2012).

- Organizational Performance

The extent to which a department is successful in achieving its planned targets or stated objectives through efficiency and effectiveness (Asiaei & Jusoh, 2015).

- Turnover Intentions

The intention of employees to consciously or willingly fully leave an organization (Issa, Ahmad, & Gelaidan, 2013).

- Employee Productivity

The amount of work completed by an employee in a particular amount of time (Ricardo & Wade, 2001).

## Results

### *Correlations and Fisher Z Metrics*

After analyzing the coding sheet for organizational performance, it can be determine there is a significant amount of variations in the sample size selected as given in Table 1. The standard error calculated for organizational performance includes both sample size and correlational considerations. The variations in the sample size is determine through a greater correlational value of 0.48, with a relatively lesser standard error of 0.105. Furthermore, as shown in the table a lesser correlational value of 0.18 will ultimately enhance to a greater standard error value of 0.083. Standard error is calculate by the following formula:

$$SE = (1 - \text{correlation}^2) * SE_{\text{Fisher Z}}$$

The effect on standard errors is analyze through Fisher Z metric based on the sample size considerations as given in Table 1. The statistical analysis of these standard error show an increasing trend of the correlational values according to the largest standard error value of 0.084 and the smallest standard error value of 0.046. This analysis can also determine that if the studies selected have a standard error of zero, then the correlational values and Fisher Z metrics for the sample will be the same. Fisher Z metric is calculate by the following formula:

$$SE = \frac{1}{\sqrt{5} - 3}$$

Table 1  
*HR Practices and Organizational Performance*

Study Name	Coding	Sample Size	Correlation			Fisher Z		
	Correlation		Correlation	Std. Error	Variance	Fisher Z	Std. Error	Variance
RS007	0.460	145	0.460	0.066	0.004	0.497	0.084	0.007
RS008	-0.130	815	-0.130	0.035	0.001	-0.131	0.035	0.001
RS010	0.170	1084	0.170	0.030	0.001	0.172	0.030	0.001
RS012	0.550	400	0.550	0.035	0.001	0.618	0.050	0.003
RS013	0.439	198	0.439	0.058	0.003	0.471	0.072	0.005
RS024	0.330	830	0.330	0.031	0.001	0.343	0.035	0.001
RS025	0.460	140	0.460	0.067	0.005	0.497	0.085	0.007
RS028	0.126	965	0.126	0.032	0.001	0.127	0.032	0.001
RS032	0.725	260	0.725	0.030	0.001	0.918	0.062	0.004
RS033	0.810	330	0.810	0.019	0.000	1.127	0.055	0.003
RS034	0.171	312	0.171	0.055	0.003	0.173	0.057	0.003
RS042	0.600	138	0.600	0.055	0.003	0.693	0.086	0.007
RS046	0.550	320	0.550	0.039	0.002	0.618	0.056	0.003
RS047	0.221	205	0.221	0.067	0.004	0.225	0.070	0.005
RS052	0.170	2512	0.170	0.019	0.000	0.172	0.020	0.000
RS056	-0.030	301	-0.030	0.058	0.003	-0.030	0.058	0.003
RS057	0.180	226	0.180	0.065	0.004	0.182	0.067	0.004
RS086	0.140	589	0.140	0.040	0.002	0.141	0.041	0.002
RS087	0.010	102	0.010	0.100	0.010	0.010	0.101	0.010
RS094	0.346	165	0.346	0.069	0.005	0.361	0.079	0.006
RS099	-0.260	171	-0.260	0.072	0.005	-0.266	0.077	0.006
RS100	0.563	226	0.563	0.046	0.002	0.637	0.067	0.004
RS103	0.150	52	0.150	0.140	0.020	0.151	0.143	0.020
RS106a	-0.100	266	-0.100	0.061	0.004	-0.100	0.062	0.004

Furthermore, Table 2 shows correlational and Fisher Z metrics values for the relationship between employee productivity and HR practices.

Table 2  
*HR Practices and Employee Productivity*

Study Name	Coding		Correlation			Fisher Z		
	Correlation	Sample Size	Correlation	Std. Error	Variance	Fisher Z	Std. Error	Variance
RS004	0.18	136	0.180	0.084	0.007	0.182	0.087	0.008
RS006	0.33	2174	0.330	0.019	0.000	0.343	0.021	0.000
RS011	0.19	61	0.190	0.127	0.016	0.192	0.131	0.017
RS017	0.457	139	0.457	0.068	0.005	0.494	0.086	0.007
RS020	0.4	206	0.400	0.059	0.003	0.424	0.070	0.005
RS030	0.457	139	0.457	0.068	0.005	0.494	0.086	0.007
RS093a	0.154	1358	0.154	0.027	0.001	0.155	0.027	0.001
RS097a	0.11	416	0.110	0.049	0.002	0.110	0.049	0.002
RS105	0.28	135	0.280	0.080	0.006	0.288	0.087	0.008

According to Table 3, the sample size considerations for turnover intentions affected through HR practices vary between minimum 152 employees and maximum 6625 employees.

Table 3  
*HR Practices and Turnover Intentions*

Study Name	Coding		Correlation			Fisher Z		
	Correlation	Sample Size	Correlation	Std. error	Variance	Fisher Z	Std. error	Variance
RS039	0.17	6625	0.17	0.01	0.00	0.17	0.01	0.00
RS043	-0.13	152	-0.13	0.08	0.01	-0.13	0.08	0.01
RS051	-0.59	189	-0.59	0.05	0.00	-0.68	0.07	0.01
RS055	-0.01	1553	-0.01	0.03	0.00	-0.01	0.03	0.00
RS061	-0.59	189	-0.59	0.05	0.00	-0.68	0.07	0.01
RS062	-0.17	1318	-0.17	0.03	0.00	-0.17	0.03	0.00
RS069	-0.12	187	-0.12	0.07	0.01	-0.12	0.07	0.01
RS088	0.17	1755	0.17	0.02	0.00	0.17	0.02	0.00
RS106	-0.28	266	-0.28	0.06	0.00	-0.29	0.06	0.00



### *Q Statistics*

In order to determine homogeneity in the correlations of previous studies a Q statistical analysis is adopt. According to this analysis, the fixed and random effect models are study through Z values. According to Table 4, the fixed effect model for common effects is 25.512 and the random effect model for true effects is 5.232. These evaluations determine that the null hypothesis for these models are zero. Moreover, the P-value shows a significant positive effect between HR practices and organizational performance measures.

Table 4 further elaborates on the level of dispersion between the effect sizes through a degree of freedom depicting certain amount of heterogeneity. According to the significant P value, there is a certain amount of dispersion prevalent within the effect sizes of these studies. Another analysis of the Q value also determines similar results with a value of 829.60 being significantly greater than the value 23.

Lastly, Tau square statistics and I square are calculate to measure the level of observed variance. The results determine that there is a significant amount of observed variance of 97.2% due to real differences. There is also remaining 2.8% of observed variance due to the random error. This analysis is further support by the Tau square statistics of 0.084 showing prevalent variance between studies.

Table 4

#### *Q Statistics for HR Practices and Organizational Performance*

	Test of null (2-Tail)		Heterogeneity				Tau-squared			
	<i>p</i>		<i>Q</i>	<i>p</i>		<i>Tau</i>	<i>Std.</i>			
	<i>Z value</i>	<i>value</i>	<i>value</i>	<i>df (Q)</i>	<i>value</i>	<i>I squared</i>	<i>Squared</i>	<i>Error</i>	<i>Variance</i>	<i>Tau</i>
Fixed	25.512	0.000	829.60	23.00	0.000	97.228	0.084	0.036	0.001	0.289
Random	5.232	0.000								

According to Table 5, the relation between HR practices and employee productivity is observe through Q statistics that shows a Z-value of 18.8 which, denotes the effect sizes of the fixed effect model to be equal to zero; hence, supporting the null hypothesis. Furthermore, the true effects sizes are depict through the random effect model value of 6.09. Furthermore, this analysis is support by the P-value of heterogeneity, which, determines a significant amount of dispersion between the given effect sizes as supported by a Q statistics of 59.63. Lastly, Tau square and I square confirms the variance between the effect sizes. According to I square statistics, 86.5% of the variance between the effect sizes is due to real difference and 12.5% of variance is due to random differences. In addition, the Tau square supports this analysis by showing that 0.016 variance exists in the studies.

Table 5

*Q Statistics for HR Practices and Employee Productivity*

	Test of null (2-Tail)		Heterogeneity				Tau-squared			
	Z value	p value	Q value	df (Q)	p value	I squared	Tau Squared	Std. Error	Variance	Tau
Fixed	18.80	0.000	59.631	8.00	0.000	86.584	0.016	0.013	0.000	0.125
Random	6.090	0.000								

Table 6 shows the fixed effect and random effects model with Z values of 6.786 for fixed and 1.76 for random effects of turnover intentions. However, the P-values for both these models show diverse effects. The P-value shows a diverse relation between HR practices and turnover intentions. Fixed effects model has a significant value determining a positive relation between the variables. Whereas, the random effects model determines that there is no significant relation between HR practices and its impact on turnover intentions. The Q value of 255.768 shows a great amount of observed dispersion between the effect sizes. The extent of observed dispersion is measure through Tau square statistics and I square statistics. The results of I square show that 95% of the variance is due to the real differences and the remaining is due to the random error. In addition, the Tau square supports this analysis by showing that variance exists between these studies.

Table 6

*Q Statistics for HR Practices and Turnover Intentions*

	Test of null (2-Tail)		Heterogeneity				Tau-squared			
	<i>Z</i> <i>value</i>	<i>p</i> <i>value</i>	<i>Q</i> <i>value</i>	<i>df</i> ( <i>Q</i> )	<i>p</i> <i>value</i>	<i>I</i> <i>squared</i>	<i>Tau</i> <i>Squared</i>	<i>Std.</i> <i>Error</i>	<i>Variance</i>	<i>Tau</i>
Fixed	6.786	0.000	255.768	12.00	0.000	95.30	0.029	0.018	0.000	0.172
Random	1.76	0.07								

### Findings

The findings depict that HR practices tend to have a significant positive impact on the overall organizational performance. There seems to be a reasonable amount of possibility for achieving the test statistics as the null hypothesis is statistically significant. Moreover, the sample size of employees highlighted great amounts of diffusion between the effects sizes incorporated in this study.

The results further determine that HR practices have a significant positive impact on the productivity level of employees working in the organization. The relation between HR practices and organizational performance also determines similar results accepting the null hypothesis and achieving the required test statistics. Furthermore, the heterogeneity statistics of employee productivity show a great amount of diffusion between the effects sizes incorporated in this study. Therefore, the results collectively show that the practices adopted by the HR department do play a vital role in influencing an employee's productivity levels.

Moreover, unlike the other variables HR practices have an inverse relation with an employee's turnover intentions. The results determine that there are less likely chances of achieving the observed test statistics for turnover intentions, as the null hypothesis is statistically insignificant. This concludes that HR practices can negatively influence an employee who might leave the organization.

### Discussion

HR department within an organization determine some effective and efficient policies and procedures that determine the ways employees will adapt to the organization. Amongst the various measures of HR, some of the most effective ones includes recruitment, training, communication, compensation, teams, stability and status reduction (Pfeffer, 1998). This study specifically aims to

keep into consideration the interests of internal stakeholders of an organization, as they are the ones, which are directly influence by the practices that collectively determine success or failure.

A meta-analytical technique is used which enables to highlight certain HR practices that tend to influence other variables including organizational performance, employee productivity and turnover intentions. The focus of this study was on gathering articles from the developing countries of the world including Pakistan, Sri-Lanka and Bangladesh. The non-financial measures of the variables under study including efficiency, productivity, quality and consistency are consider an integral tool for analyzing employee and organizational performance (Ricardo & Wade, 2001; Ling & Hung, 2010). Therefore, collectively organizational performance, employee productivity and turnover intentions were monitor in order to analyze the overall effectiveness and efficiency of the financial departments.

### Implications

This study has the potential to benefit the HR managers of an organization largely. Firstly, it will enable the HR managers to analyze the most influential practices within their department that greatly influence the organizational performance based on the corporate trends. Secondly, this study will enable the HR managers to also identify those practices or factors that negatively influence an employee overall performance leading towards turnover. Thirdly, this study emphasizes on an alignment between the HR and line managers to gain ultimate success within the organizational environment.

Some recommendations for further researchers include firstly, analyzing these HR practices with some mediating or moderating variables such as organizational citizenship behavior. Even some antecedents can be incorporate in the study for further analysis. Lastly, a larger sample size (total number of studies) in meta-analytical techniques can be adopt to analyze the heterogeneity appropriately.

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