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Human Resource Practices in Managing Employee Performance

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Abstract:

The research was undertaken as an exploratory study to examine the relationship of Human Resource Practices and Employee Performance of Royal Malaysia Police. Human Resource Practices in this study were comprised by of Rules and Procedure, Training and Development, and Promotion Opportunity. Dependent variables are constructed of Employee Performance that is Communication Skills, and Integrity and Professionalism. The research was done in Kota Kinabalu Police District. 236 respondents involved, based on quantitative method using survey questionnaire as the data collection instrument. The result indicated Human Resource Practices play an important role to both employee performance in communication skills, and integrity and professionalism.

Keywords: *Rules and Procedures, Training and Development, Promotion Opportunity, Communication Skills, and Integrity and Professionalism*

1. Introduction

Based on the 'The Royal Commission to enhance the operation and management of Royal Malaysia Police' (established by the Majesty Agong of Malaysia on 4 February 2004 under the Commission of Inquiry Act, 1950), the intention of this study is to investigate the effect of human resource practices to staff performance of the Royal Malaysia Police (to be referred as RMP). The Commission was established as in response to the feedback made on integrity and professionalism, leadership skills, communication skills, and knowledge related to rules and procedures. The Commission Report has outlined the strategy and approach that can be implemented to improve the efficiency of police officer, and the Royal Malaysia Police effectiveness. Seven performance measurements criteria are identified: integrity and professionalism, leadership skills, communication skills, conflict solution, crime scene investigation, and legislation, rules and procedure knowledge.

2. Literature Review

Rules and procedures is a set of written policy to ensure the organization's performance standards. Barrowss and Hobson (1993) believed that, rules and procedures identify the nature of services and the range and type of services provided by the industry. Bardi (1996) discovered that, rules and procedure manual provides an outline of how the specific duties of each employee within the organization, based on previously conducted job analyses, is performing the tasks intended at the expected level to support the strategic business objectives of the organizations.

In RMP, training is defined as activities of teaching and learning which is being promoted and implemented by an organization to enhance the technical development, attitude-change, and to add value to the existing knowledge of the officers within an organization (Norel, 2005). As early as the 1980s, training is defined as a planned programme that innovated to add value and enhance the organizational performance in every level that is individual level, team level, and organizational level (Nadler, 1984). The general purpose of training is to enhance knowledge and skills, commonly based on three objectives which are; to increase the self awareness of one individual, to increase the skills of an individual within a field he experts in, and to motivate individual persons to succeed in his career for better (Kenneth and Latham, 1991). It's primarily oriented toward achieving proficiency in specific skills that aims to enhance employees' conceptual, analytical and problem solving skills (Balley 1993). Stone (1995) reported that training and development are both concerned with changing employees; behavior and job performance. Training emphasizes immediate improvements in job performance via the procurement of specific skills. According to Rogga (2001), training and development programme provide the means of maintaining their own competitiveness within their employer organization by improving knowledge, skills, and abilities, especially if their current workplace environment is dynamic and complex. Effective training program brings

considerable benefits, allowing employees to activate coping mechanism to alleviate the stress in customer transaction and aid to employee retention (Farrell, 2001). Leopold (2002) reported that training is a planned process to modify attitude, knowledge or skills behavior through learning experience to achieve effective performance in an activity or range of activities.

Promotion is the movement of a person to a higher level of position in the organization (Mondy and Noe, 1996). The term promotion is one of the most emotionally charged words in the field of human resource management. Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors, (Bates and Holton, 1995). Performance management is the activity of tracking performance against targets and identifying opportunities for improvement. It is also being defined as a system that has a number of parts, all of which need to be included if the performance management system is going to add value to the organisation, managers and staff (Bacal, 1999).

For this study, the employee performance is measured in two perspectives: Communication Skills and Integrity and Professionalism. Communication happens at many levels (even for one single action), in many different ways, and for most beings, as well as certain machines. Several, if not all, fields of study dedicate a portion of attention to communication, so when speaking about communication it is very important to be sure about what aspects of communication one is speaking about. For Integrity and Professionalism, integrity of RMP is defined as a quality and positive characteristics that collectively established by individuals within the organization. The characteristics of integrity are truthfulness, sincere, faithful, loyal, firm decision-making, principled-centered, honorable personality, and religious-based attitude. The concept of integrity is explained with a term of “wholeness”. In the seminar, Shahbudin (2006) did also state that the main element to generate the integrity is to develop and enhance the professionalism of Royal Malaysia Police.

A study on police training system in Malaysia was developed and conducted by Husni (1992) at fourteen (14) districts, which are Taiping, Grik, Batu Gajah, Sg. Siput and others that involve 300 respondents. Based on the findings, attitude and behavior are influenced by external factors that are conducted to in disciplinary and wrong conduct. The behavior and attitude of the higher rank officer will influence the conduct of the constable, as well as lack of training on self-awareness and development can cause a staff to get involved with disciplinary matter.

3. Research Design

The objective of the study was to examine the relationship between Human Resource Practices and Employee Performance. This exploratory research focused for data acquisition of the police officers at Kota Kinabalu Police District by investigating the human resource practices in RMP. The location of the study was at RMP Kota Kinabalu Police District, focused on the rank and file level of staffs.

3.1. Research Framework

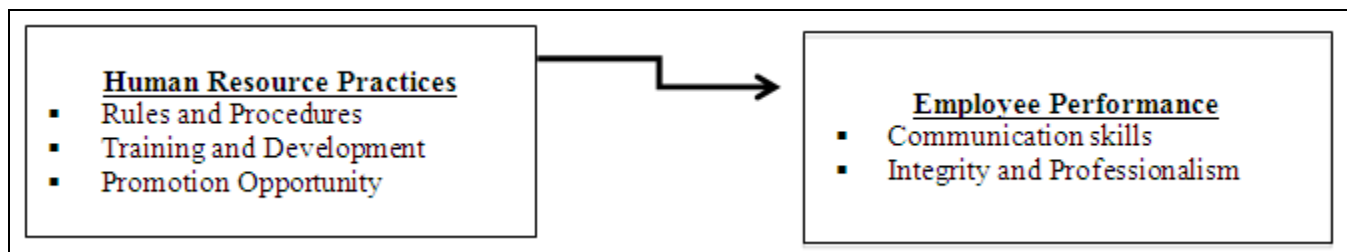


Figure 1

The independent variables of the framework were developed from Eleven Blueprints of Royal Malaysia Police (Commission Report, 2004), which also supported in Lai (2003) for Human Resource Practices that influence performance.

3.2. Research Hypotheses

For this research study, the hypotheses are as in the followings:

Hypotheses	Statements (There is a significant relationship between)
(H1) Rules and Procedure, and Communication Skills
(H2) Training and Development, and Communication Skills
(H3) Promotion Opportunity, and Communication Skills
(H4) Rules and Procedure, and Integrity and Professionalism
(H5) Training and Development, and Integrity and Professionalism
(H6) Promotion Opportunity, and Integrity and Professionalism

Table 1

3.3. Population and Sample

The numbers of staff in Kota Kinabalu District office Branch is 649 individuals, and 596 of them are rank and files category of staffs. 234 rank and files officers were taken as the sample for this study. Probability Proportional to Size (PPS) indicated that the target

group for sample that consists of 600 requires the proportion of 234 persons (Krejcie, R. V., & Morgan, D. W., 1970). This study is based on the random sampling, and the technique that been used are purposive and convenience sampling technique to cover as many respondents.

3.4. Instrument Design

Questionnaires for measuring the perceived human resource practices were developed based on Daryl et al., (2000), Rogga et al. (2001), and Bailey and Leland (1995) as well as Lai (2003). All sections of the questionnaire design for this study are consisted of seven questions and with the same four level of likert scale. The sections of the questionnaire are as the following table:

3.5. Research Questionnaire

Section A - Demography Profile	Gender, Age, Marital status, Educational level, Years in service, Designation, Unit of attachment
Section B - Rules and Procedure	B1. Rules and Procedure are essentially important in RMP. B2. I do possess equivalent Rules and Procedure Knowledge. B3. It is my obligation to obey all outlined rules and regulation. B4. I have the credibility in implementing job based on procedure. B5. Rules and Procedure is beneficial for me to perform my job. B6. Existing Rules and Procedure is effective to be applied for use. B7. RMP Rules and Procedure have been implemented well.
Section C - Training and Development	C1. Training and Development Programme is the fundamental aspect of RMP development. C2. I have gone through beneficial training programme. C3. Training and Development Programme has made me more efficient. C4. Training and Development Programme should be implemented more often. C5. Training and Development Programme has enhanced my weaknesses. C6. The existing Training and Development Programme is effective for RMP. C7. Training and Development Programme has been implemented well.
Section D – Promotion Opportunity	D1. Promotion Opportunity is a key measurement of growth as RMP officer. D2. Promotion Opportunity has to be achieved by RMP officer for sense of growth. D3. It is wished for Promotion Opportunity in future. D4. It is applicable that all officers shall be given promotion opportunity. D5. Promotion Opportunity should be valued based on humanitarian as well. D6. Promotion Opportunity would give advantageous impact. D7. Promotion Opportunity has been and shall be implemented well.
Section E – On the Job Training	E1. OJT is essentially important for RMP human resource management. E2. I have gone through a well effective OJT. E3. OJT does help in my daily task. E4. It is applicable for on job training being taken as performance assessment. E5. OJT has to be added more for the benefit of RMP. E6. OJT would give effective impact to RMP. E7. OJT has been implemented well.
Section F – Communication Skills	F1. Communication Skills are one of the fundamental assessments of performance. F2. My public relations are able for serving the public and community. F3. Advice and Counseling are effective for Communication Skills. F4. I have done well effective communication skills to the public. F5. It is a necessity for RMP officers to communicate well. F6. Communication Skills must be stressed in the service of RMP. F7. Communication Skills is helpful for my daily performance for task
Section G	G1. Integrity and Professionalism are the fundamental assessment for RMP officers. G2. Interaction to the public has been done well. G3. Emphasis on Professionalism would be giving advantages. G4. I am competent in managing my task, and office tools. G5. It is important to handle job task as the fundamental performance of work. G6. Skilled administrative management must be stressed in job performance. G7. Job performance can be enhanced via Integrity and Professionalism.
Section A - Demography Profile	Gender, Age, Marital status, Educational level, Years in service, Designation, Unit of attachment

Table 2

4. Research Findings

260 copies of questionnaires were distributed to Kota Kinabalu Police District Office. 236 copies were completed and successfully returned.

Factors	No. of Item	Cronbach's Alpha
Section A Demographic Factors	-	-
Section B Rules and Procedure	B1 + B2 + B3 + B4 + B5 + B6 + B7	0.776
Section C Training and Development	C1 + C2 + C3 + C4 + C5 + C6 + C7	0.709
Section D Promotion Opportunity	D1 + D2 + D3 + D4 + D5 + D6 + D7	0.709
Section E On Job Training	E1 + E2 + E3 + E4 + E5 + E6 + E7	0.795
Section F Communication Skills	F1 + F2 + F3 + F4 + F5 + F6 + F7	0.688
Section G Integrity and Professionalism	G1 + G2 + G3 + G4 + G5 + G6 + G7	0.767

Table 3: Reliability Test

Reliability test was conducted as to ensure all the sections except section A are applicable for this study, and the result shows that all sections are reliable. Section A - Profile of Respondents is the section to collect the data and details of the respondent. The items included are such as sex, age, income, and education level, unit of attachment, years of service, designation, and marital status. All items are the basic and general information of the respondents.

			CS	IP	RP	TD	PO
Spearman's rho	CS	Correlation Coefficient	1.000	.481(**)	.296(**)	.380(**)	.280(**)
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	236	236	236	236	236
	IP	Correlation Coefficient	.481(**)	1.000	.388(**)	.377(**)	.242(**)
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	236	236	236	236	236
	RP	Correlation Coefficient	.296(**)	.388(**)	1.000	.558(**)	.289(**)
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	236	236	236	236	236
	TD	Correlation Coefficient	.380(**)	.377(**)	.558(**)	1.000	.151(*)
		Sig. (2-tailed)	.000	.000	.000	.	.020
		N	236	236	236	236	236
	PO	Correlation Coefficient	.280(**)	.242(**)	.289(**)	.151(*)	1.000
		Sig. (2-tailed)	.000	.000	.000	.020	.
		N	236	236	236	236	236

Table 4: Correlations between Human Resource Practices, and Employee Performance.

* And ** significant at the 0.05 and 0.10 level respectively.

The correlations of all variables are significant. Spearman Rank Correlation (2-tailed test) was used to test on the correlations among the variables. For the test result on Communication Skills, the result shows all independent variables such Rules and Procedure with coefficient, $r_{sp} = 0.296$, Training and Development $r_{sp} = 0.38$, Promotion Opportunity with $r_{sp} = 0.280$, are significantly correlation with Communication Skills at 0.05 level. Results that tested on Integrity and Professionalism, correlations of all variables are significantly at 0.05 levels. The coefficient of correlation, r_{sp} for Rules and Procedure is 0.388, Training and Development, $r_{sp} = 0.377$,

and Promotion Opportunity, $r_{sp} = 0.242$. Based on the correlations analysis that has been done, it is firmly proved that all the independent variables in this study are significantly correlated with dependent variables.

By such results of analysis, it is firmly to be stated that Human Resource Practices is related to Employee Performance. Such indication implies that the management practices of Royal Malaysia Police will actually affect the employee performance. This study has shown that the employee performance is depended on Royal Malaysia Practices as it is a disciplined body which are related to rules and regulation of Royal Malaysia Police. Hence, the rules and regulations of Royal Malaysia Police are being tested with the variable of Rules and Procedure. The study had tried to find out the relationship of rules and procedures practice with employee performance. Training and Development is the variable that concluded as one of the Human Resource Practices as training and development programme is being seen as crucially important to big organization, especially for disciplinary agency. Yet, the study also included the nature human needs for individual growth at workplace, which is being tested as the variable of Promotion Opportunity. By that, it is concluded that all the factoring variables are related to Employee Performance, which proving that Organizational Human Resource Practices will affect the individual work behavior, which is related to job performance. By that, it is firmly proven that all the factors are related to employee performance.

From the correlation analysis, the result shown that the study is proven that the variables are inter-correlated to each other, indicating that the literature review have done are also inter-related as the variables that developed in this study were adapted from various literature review have done. Generally, the studies mentioned in literature review are related although some of it is not in the same industry or area. For example, Norel (2005) study is done at Royal Malaysia Police as Lai (2003) study is done for five (5) star hotel industry in Kota Kinabalu. Although the research practices were done in different filed of profession, but still human resource practices however are inter-correlated to employee performance which in different field of profession.

4.1. Hypotheses Testing Results

The result of hypotheses testing is depicted as in the following table:

Hypotheses	Statements (There is a significant relationship between)	Result (sig. value <0.10)
(H1)	Rules and Procedure, and Communication Skills	.591
(H2)	Training and Development, and Communication Skills	.090
(H3)	Promotion Opportunity, and Communication Skills	.035
(H4)	Rules and Procedure, and Integrity and Professionalism	.099
(H5)	Training and Development, and Integrity and Professionalism	.196
(H6)	Promotion Opportunity, and Integrity and Professionalism	.427

Table 5

Based on the table, for dependent variable Communication Skills, analysis shown that the model with Durbin-Watson value of 1.258 implied that the model has room for improvement. The F value of the model is at 12.199 level is significant at 0.10, implying the degree of rejection on null hypothesis, which is therefore to accept the proposed hypotheses. The analysis also shows that Training and Development, Promotion and Promotion Opportunity are significant with Communication Skills. Based on result, Hypotheses 2 and 3 are accepted. For Integrity and Professionalism, only the variable of Rules and Procedures is found to be significant to Integrity and Professionalism.

The result brings in the perspective of gauging the unseen affectivity of the practices especially in terms of human resource management. In this study, the test has been done based on Human Resource Practices that characterized by Rules and Procedures, Training and Development, Promotion Opportunity.

4.2. Discussion on Human Resource Practices and Communication Skills

It is only Rules and Procedure is not significant with Communication Skills, at significance value of 0.591. Rules and Procedure in this study found not applicable for significant relationship with Communication Skills might due to the factor that the Rules and Procedure of Royal Malaysia Police stress on the Rules for disciplining officers' attitude and behavior, while procedure is only being stressed on work process, documentation process, and commitment of implementing procedural justice. From this analysis, although there is correlations between Rules and Procedure and Communication Skills, but the former variable (factor) does not influence the affectivity on Communication Skills, where the degree of the relationship is not strong enough to prove that any changes on Rules and Procedure will not affect the Communication Skills. However, the second Human Resource Practices, which is Training and Development is found significant with Communication Skills, at significance value of 0.090 based on $\alpha = 0.10$. Training and Development is significant as it is can be said as the foundation and element of human resource development of Royal Malaysia Police. Most of the respondent agreed that Training and Development is beneficial to individuals and it is effective. Training and Development shows a low significant level with Communication Skills might be falls to the reason that Training and Development Programme of Royal Malaysia Police has been focusing on other perspective of performance, which is less related to communicating skills with the public as the customers. Training and Development of Royal Malaysia is most related to physical training, job implementation, and law and order knowledge enhancement. These training programmes are not emphasizing on communication skills.

Promotion Opportunity as the third variable of Human Resource Practices is found significant with significance value of 0.035, based on $\alpha = 0.05$. Promotion Opportunity is found significant due to the perception of Royal Malaysia Police officers that promotion is part of the self-assessment of growth and it indicates the achievement in work life. Yet, the respondents also agreed that promotion opportunity will be giving positive affectivity to Royal Malaysia Police. Promotion Opportunity of this study did not stating the implied approach that good communication skills will leads promotion opportunity, as it is focusing on how promotion opportunity affects the communication skills of the officers, which is opposite if it is being studied vice versa. Based on the analysis of the affectivity of Promotion Opportunity on Communication Skills, this indicates that if the person if being promoted, it will affects the behavior of the officer to communicate better and behave even more disciplined. This study is also can be said as implying that officers of Royal Malaysia Police Officers will not communicate effectively due to being promoted. That is why in this study, it has examined the affectivity of Promotion Opportunity towards Communication Skills. It is possible to be said that officers of Royal Malaysia Police must and shall always remain not to communicate due to promotion opportunity, but based on honesty and sincerity. Based on the result obtained through the data analysis, it is to be reported that rules and procedure will not influence the degree of employee performance. This is similar to Lai (2003) study where the human resource practices in the latter study were found not significant to the behavior of the employee. Throughout of it, rules and procedure did not influence the job behavior and employee performance might due to the nature of job understanding and its nature. Rules and Procedure might have been taken by the related respondents as the basis of job employment which required to be fulfilled. Such perception toward rules and procedures practices perceived as not have any influence toward job promotion or necessity for improvement of performance. Lai (2003) is found similar and applicable to this study. Different industry and profession have no influence toward the outcome of employee performance. Yet, rules and procedures in Royal Malaysia Police might able to be described as not directing Royal Malaysia Police officers to improve their performance, neither to deliver quality services to customer. This has shown that Rules and Procedure is only for the interest and benefits of self-care and obligation for one self, an intrapersonal perspective. Such practices would only influence the employee to be secured for his or her job, rather than termination.

4.3. Discussion on Human Resource Practices and Integrity and Professionalism

It is only Rules and Procedure, one out of the three independent variables in Human Resource Practices is on significant relationship with Integrity and Professionalism, with the significant value of 0.099 at p.value 0.10. The other two independent variables of Human Resource Practices which are Training and Development, and Promotion Opportunity are not significant with Integrity and Professionalism, with the significance value of 0.196 and 0.427 respectively at 0.10.. Rules and Procedure is the only Human Resource Practice that significant is due to the nature of Rules and Procedures of Royal Malaysia Police are highly related to discipline as much as for integrity and the professionalism of the officers toward the community. Rules and Procedure of Royal Malaysia Police had influenced the behavior of officers in tem of their profession for being integrative and professional. The nature of discipline in Royal Malaysia Police is to ensure officers to integrate with public, and ethically securing their ethical conduct and disciplined behavior.

Training and Development and Promotion Opportunity are found do not have significant relations to Integrity and Professionalism. With significance value of 0.196 for Training and Development, and 0.427 for Promotion Opportunity would only have correlations between each other, but possess no tendency of influencing or affecting the relationship. Training and Development is not significant may due to the nature of the programme of Royal Malaysia Police which is more focusing on internal assessment such as job quality, credibility and efficiency of implementation, and law and order knowledge enhancement, rather than employee performance toward external perception and assessment of the public, which are integrity and professionalism. Based on the analysis, it has shown that 1% change in Rules and Procedure will leads to 0.12% changes on Integrity and Professionalism.

5. Conclusion

The limitation of the study is this study was only examined two of the seven measurement criteria outlined by the Royal Commission Report 2005. There is seven measurement criteria was outline in the report which are integrity and professionalism, leadership skills, communication skills, conflict solutions, crime scene investigation, legislation rules, and rules and procedural knowledge. This study has only studied integrity and professionalism, and communication skills. Other limitation of the study is the specification of the independent variables of human resource practices. Although there are three sub-variables of human resource practices; rules and procedure, training and development, and promotion opportunity had not been narrowed down or investigated in depth. Data analysis has only been done generally.

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