

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.
as well as in Open J-Gate, India (link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	BUDGETARY TRADE-OFFS BETWEEN MILITARY AND EDUCATION/HEALTH EXPENDITURES IN DEVELOPING COUNTRIES: A PANEL DATA ANALYSIS <i>A. K. M. SAIFUR RASHID & MD. ZAHIR UDDIN ARIF</i>	1
2.	AN ANALYSIS ON CRITICAL SUCCESS FACTORS FOR NEW PRODUCT DEVELOPMENT IN SMEs OF IRAN'S FOOD AND BEVERAGE INDUSTRIES <i>HOSSEIN SAFARZADEH, REZA TALEIFAR, DR. YASHAR SALAMZADEH & FARHANG MOHAMMADI</i>	7
3.	COMPARATIVE STUDY AND NUMERICAL MODELING OF A CUPOLA FURNACE WITH HOT WIND <i>MICHEL LISSOUCK, FRANÇOIS NJOCK BAYOCK & ARIANE KAMEWE</i>	15
4.	AN ANALYSIS ON THE IMPACT OF QUALITY SERVICE PROVISION ON CUSTOMERS' SATISFACTION IN MICRO- FINANCE INSTITUTIONS IN RWANDA FROM THE CUSTOMER'S PERSPECTIVE - USING THE SERVQUAL MODEL <i>MACHOGU MORONGE ABIUD, LYNET OKIKO & VICTORIA KADONDI</i>	21
5.	FOREIGN AID AND DEVELOPMENT IN AFRICA: IMPLICATION FOR THE MILLENNIUM DEVELOPMENT GOALS (MDG'S) <i>NDUONOFIT, LARRY-LOVE EFFIONG & ONWUKWE, VIVIAN CHIZOMA</i>	27
6.	THE IMPACT OF HRM PRACTICES HAVING A MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL PERFORMANCE <i>IFFAT RASOOL & JAMILA KHURDHID</i>	33
7.	ENTREPRENEURSHIP DEVELOPMENT THROUGH HUMAN RESOURCE MANAGEMENT PRACTICES <i>P.MALARVIZHI & DR. P.UMA RANI</i>	37
8.	SELF-MEDICATION IN YOUTH: A SURVEY IN JAIPUR <i>SMRITI OJHA & DR. SUNIL JAKHORIA</i>	41
9.	CUSTOMERS' PERCEPTION TOWARDS SERVICE QUALITY OF INTERNET BANKING SERVICES IN COIMBATORE DISTRICT, TAMIL NADU, INDIA <i>NEETA INDORKER, DR. N. AJJAN, DR. S. D. SIVAKUMAR & D. MURUGANANTHI</i>	45
10.	ECONOMIC PERSPECTIVE OF CHILD LABOR - IT'S IMPLICATIONS AND PREVENTIVE MEASURES: A STUDY ON UNORGANIZED SECTOR IN VISAKHAPATNAM, A.P., INDIA <i>DR. M.V.K. SRINIVAS RAO & B. OMNAMASIVAYYA</i>	50
11.	HAZARDOUS WASTES: INDUSTRIAL CONCENTRATION AND POLLUTION INTENSITY IN ANDHRA PRADESH <i>DR. PRABHA PANTH</i>	55
12.	CHANGING WORK SCENARIO- A CAUSE FOR STRESS AMONGST BANK EMPLOYEES <i>VISHAL SAMARTHA, DR. MUSTIARY BEGUM & LOKESH</i>	62
13.	A STUDY ON CONSUMER BEHAVIOUR OF MINI PUMPS IN DOMESTIC SECTOR <i>G. DEVAKUMAR & DR. G. BARANI</i>	67
14.	SHOPPING MOTIVES OF CONSUMERS TOWARDS ORGANIZED RETAIL SECTOR IN ODISHA <i>CHINMAYEE NAYAK & DR.DURGA CHARAN PRADHAN</i>	74
15.	CURRENT STATUS AND CHALLENGES IN IMPLEMENTING INFORMATION AND COMMUNICATION TECHNOLOGY INITIATIVES IN EDUCATION IN INDIA <i>JAYASHREE SHETTY & DR. FAIYAZ GADIWALLA</i>	78
16.	USING WEB SERVICES IN ENTERPRISE COMPUTING AND INTERNET APPLICATION DEVELOPMENT <i>DR. PANKAJ KUMAR GUPTA</i>	84
17.	TEXT CATEGORIZATION USING FPI METHODOLOGY <i>M. PUSHPA & DR. K. NIRMALA</i>	87
18.	APPLYING AND EVALUATING DATA MINING TECHNIQUES TO PREDICT CUSTOMER ATTRITION: A SURVEY <i>AFAQ ALAM KHAN, NASIR HUSSAIN & PARVEZ ABDULLAH KHAN</i>	90
19.	IMAGE EDGE DETECTION USING MORPHOLOGICAL OPERATION <i>PADMANJALI. A.HAGARGI & DR. SHUBHANGI.D.C</i>	97
20.	PERFORMANCE AND EVALUATION OF CONSUMER FORUMS – A CASE STUDY OF WARANGAL DISTRICT <i>T. VIJAYA KUMAR & M. RADHA KRISHNA</i>	102
21.	PROSPECTS OF TRADITIONAL THERAPY: CONSUMER'S PERCEPTION - AN EMPIRICAL STUDY OF RURAL MARKET WITH SPECIAL REFERENCE TO INDORE DISTRICT <i>SWATI KEWLANI & SANDEEP SINGH</i>	108
22.	STATE FINANCIAL CORPORATIONS AND INDUSTRIAL DEVELOPMENT: A STUDY WITH SPECIAL REFERENCE TO RAJASTHAN FINANCIAL CORPORATION <i>SUSANTA KANRAR</i>	112
23.	A STUDY OF CUSTOMER LOYALTY WITH REFERENCE TO PRIVATE AND PUBLIC SECTOR BANKS IN WESTERN MAHARASHTRA <i>NITIN CHANDRAKANT MALI</i>	118
24.	ANALYSIS OF EARNINGS QUALITY OF SELECTED PUBLIC, PRIVATE AND FOREIGN BANKS IN INDIA <i>SAHILA CHAUDHRY</i>	126
25.	SOLUTION OF MULTICOLLINEARITY BY RIDGE REGRESSION <i>R. SINGH</i>	130
26.	AN IMPACT OF CELEBRITY ENDORSEMENT ON THE BUYING BEHAVIOR OF YOUTH <i>RAVINDRA KUMAR KUSHWAHA & GARIMA</i>	136
27.	A STUDY ON ANALYSIS OF SHARE PRICE MOVEMENTS OF THE SELECTED INDUSTRIES BASED ON NIFTY STOCKS <i>C. SOUNDAR RAJAN & DR. S. SANGEETHA</i>	142
28.	INCREASING NETWORK LIFETIME WITH ANGLED-LEACH PROTOCOL IN WSNs <i>DEEPTI GARG & ROOPALI GARG</i>	147
29.	THE IMPACT OF CONTENTS ON NATIONAL AND INTERNATIONAL UNIVERSITY WEBSITES NAVIGATION BEHAVIOUR <i>SUNITA S. PADMANNAVAR & DR. MILIND J. JOSHI</i>	152
30.	ULTRA SOUND BREAST CANCER IMAGE ENHANCEMENT AND DENOISING USING WAVELET TRANSFORM <i>K. HAKKINS RAJ.</i>	158
	REQUEST FOR FEEDBACK	162

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex.State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, UniversityCollege, KurukshetraUniversity, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N. Government College, Faridabad

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

SAKET BHARDWAJ

Lecturer, Haryana Engineering College, Jagadhri

TECHNICAL ADVISORS

AMITA

Faculty, Government M. S., Mohali

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

THE IMPACT OF HRM PRACTICES HAVING A MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL PERFORMANCE

IFFAT RASOOL
RESEARCH SCHOLAR
MUHAMMAD ALI JINNAH UNIVERSITY
ISLAMABAD

JAMILA KHURDHID
RESEARCH SCHOLAR
MUHAMMAD ALI JINNAH UNIVERSITY
ISLAMABAD

ABSTRACT

The purpose of conducting this study is to observe the relationship of HRM practices having commitment as mediator with organizational performance in hotel industry of Pakistan. Having sample of eighty respondents of three five star hotels of Rawalpindi & Islamabad the hypothesized model is developed predicting the positive relationship between Human Resource Management and organizational performance through organizational commitment, which is proved true. At the same time the effect of organizational commitment is found less affective compared to HRM practices on organizational performance directly. The results indicate the need of improvement in HRM polices so that personal commitment can be enhanced for better organizational performance. The need of strategic HRM is felt in this industry in Pakistan because with out consulting each other the HR polices alone can not bring the desired results.

KEYWORDS

hrm practices, organizational commitment, organizational performance.

INTRODUCTION

In this era of dynamic and diversified economies the emergence of Human Resource Management practices has been proved as an essential part of organizational Structure. It is not any new concept but an extension of personnel Management. HRM started emerging and replacing the personnel management in 1980's (Storey 2001, Smith 2006) In the light of HR practices Human Resource Management seems to be more closer to the Taylorism a concept of Frederick Taylor in 1911, where he showed more concern for training and better compensation for high performance of employees with a notion of selecting right people for right job. According to (Smith, 2006) The main difference among them is centralized and decentralized approach, where HRM is decentralized and soft approach.

Academician and HR practitioner are showing a great interest in it. The aggressive competition in the market and global industrial and technological changes are also causing them to explore more about it and to focus more on human resource than to physical resource as well as asset incentive to knowledge intensive approach (Rennie 2003) According to (Legge, 2001, Smith 2006) Human Resource Management was a hot issue among academician and HR practitioner in 1990's. Management functions as Planning, Organizing, Staffing, Leading and Controlling are usually applied equally in every organization, while the function of staffing among these is the main function of HRM practices. This relationship of Management function and HRM practices prove that HRM is not separate from strategic decisions It follows the line of action forwarded to it by the senior Management. It facilitates the other department in dealing with its human resource component. It does not only deals with polices and procedures related to organization but also attracts, develops, motivates and compensates the talented people to improve the effectiveness and efficiency of organizations. Japanese organizations are the role model of effective management of people (Ouchi, 1982, Smith, 2006). Furthermore the paradigm of HR practices and theories are discussed and acknowledged time to time. (Storey, 1980, (Rennie 2003) first described hard and soft concept of HRM. Hard approach deals human resource as physical product and values its performance through out come while soft approach pays equal importance to human resource and its output. HRM is people centered management and proactive approach works effectively in organic type organizational structure (Rennie, 2003).

Though the main function of HRM is to focus on people and make them grow for competitive advantage but (Barney 1991, 1995) suggested focusing more on organizational strategy. While (Lado & Wilson 1994, (Shahnawaz & Juyal 2006) proposed HRM practices for sustained competitive advantage. HRM at different platform among different people is equally acknowledged. Its importune can not be denied however (Keenog, 1990, Shahnawaz & Juyal (2006) take HRM as hologram. which changes its directions time to time. Similarly HRM practices are devised and applied for organizational development differently according to their need and situation. It is not same for all situations because it deals with people not material only. As human feeling and emotions are not similar the practices can also not be retained the same. They are modified as per requirement and situation.

Despite of having a lot of importance of HRM practices it is not applied equally in every organization and economies especially in small organizations (Cappelli & New mark, 2001) and in developing countries like Pakistan. It has been observed through the evidences that during the last decade most of research on HRM is conducted in America, Europe and Asia and very little in Pakistan especially in Hotel Industry. By the change of time now the focus of HRM is more on financial position of organizations (Dr Ayesha Akbar, & Qureshi 2010) because economic activity beside capital and material resources Human is involved. Without people nothing can be generated and operated. Overall HRM is being held responsible for organizational financial growth (Hung 2006), however as a large number of people are involved in service sector the researcher and theories are trying to create link between HR strategies for competitive strategy in services (Boxall' 2003)

RATIONALE OF STUDY

Hotel industry all over the world is considered the one of dynamic industry where a great customer care and deep consideration on novelty through human capital is must. As it is understood that even knowing the importance of this industry it is being ignored for research and no proper empirical research is conducted on it especially in Pakistan.. HRM is applied, but in few of the five star Hotels where it is not fully operational. As performance is an indicator of quality so it is critical for hotel industry to maintain it for sustainable development in the current globe competitive environment for customer's satisfaction (Min, et al 2002) There are different levels of hotel in the world from one bed to seven star but this study is done on five star Hotels in Pakistan Including Marriott, Serena and pearl Continental in Rawalpindi and Islamabad Region. As maintaining a competitive advantage is hard nut to crack in hotel industry so the maximum HRM practices are mandatory for its improvement. In the light of this study it is tried to observe how the HRM is working for the improvement of hotel industry in Pakistan.

LITERATURE REVIEW

Human Resource management practices are useless if they ignore the Human capital. Only the capital and material resource can not increase the productivity alone. Without human interaction progress is not possible. Not every individual but only the trained, skilled and qualified human resource is required. It is very easy to control the machines but not people because they have their emotions and feelings which make them decide to work. They can not be treated with same policy and be measured with same yardstick. So the need of HRM practices is being felt badly all over the world in every organization. Though the ultimate objective of both economic and HRM practices are profit maximization but HRM names it as organizational performance.

Despite the fact of HRM importance still it could not prove its position and clear role in the organizations. HRM is usually focused when there is surplus in organization otherwise the expenses are reduced on it quickly (Wright, Dunford & Snell 2001). However it got little importance when an economic Resource Based View theory paid attention to Human Capital as an asset. Similarly HRM is closer to RBV with a view of paying attention to internal resource of organization than to external (like industry position) for competitive advantage (Hoskisson, HGitt, Wan, Yiu, 1999, Wright & Snell 2001). The firms having emphasize on technology and research can retain competitive advantage for short time (like Sony) compared to those who retain Valuable, Rare, Inimitable and Organized skilled Human Resource. (Wright & Snell 2001)

In this changing time of global interaction and tough competition, the focus of HRM is moving toward organizational performance. The attention is laid down on both financial (profit, sales, and market share) and non financial (productivity, quality, efficiency) variables along with behavioral factors such as commitment, intention to quit, and satisfaction. (Dyer & Reeves, 1995, Asif Khan 2010). Different researchers have different point of view in term of research approaches. Similarly different cultures have different approaches for HRM practices., like Japanese are more focused as compared to Americans on HRM practices (Ichniowski and Shaw 1999, Asif Khan 2010)

Chang and Chen (2002 in Taiwanese high technology, Ngo et al., (1998), in a study in Hong Kong companies, Sing (2003) in India, BjorkmanIn and Xiucheng (2002) on Western firms' performance in China, in Korea, Bae and Lawler (2000) in New Zealand, Guthrie (2003), Tsai (2006), in a study in Taiwan, Rizov and Croucher (2008)in European firms, (Arthur, 1994; Huselid et al., 1997; Youndt et al., 1996). Wright et al. (2005) proved the causal relationship between performance and HRM practices in America and Canada in 45 business organizations. Similarly numerous studies have proved the positive correlation between HRM practices and organizational and employee Performance.

As for as this study is concerned HRM Practices are taken as Independent variable which include: Selection, Training, Performance Appraisal, Career Planning, Employee Participation, Job Definition and Compensation. It is an understood fact that mismatch selection & recruitment decline the effectiveness of employee if the uniform practices are not applied (Houet al 2002). The right association of Performance Appraisal with compensation causes positive effect on organization performance.(Gerhart and Milkovich 1990Borman 1991) A study by Ngo, Turban, Lau and Lui (1998) showed that training and compensation had high involvement in organizational performance. (Hang and Buyens 2008) recognized the importance of training and development which results with high financial performance through higher knowledge ,skills and abilities of employees. Compensation is another factor. The satisfaction, loyalty and productivity of employee is always associated with compensation. Compensation (Aswathappa, 2008. An American study by (Ting 1997) proved the same. Huselid (1996) explained the relationship of bundle of HRM practices with organizational performance.

Organization Performance is taken as dependent variable with its facets: Satisfaction, Effectiveness, Efficiency, Innovation and Quality are involved .The agreement of (Ting, 1997,. Appelbaum, Bailey, Berg and Kalleberg, 2000) proves that Job satisfaction ultimately leads to better organizational performance. Similarly (Green, Wu, Whitten and Medlin 2006) stated that positive response of employees & organizational performance is possible thorough vertical and horizontal alignment of management system and HRM practices. The variables used in this study like effectiveness, efficiency, innovation, and quality. are also proved positive as in (Huselid1995 , Katou and Budhwar)2007.

Organizational Commitment is introduced as mediating Variable in this study. The main objective of mediating variable is to observe that to what extant the HRM practices help in organizational development. (Katou & Budhwar, 2006) As a result of various researches positive relationship of commitment and HR practices on organizational performance has been found. Commitment plays a key role in strengthening HR practices and enhancing organizational performance. Similarly there are some argument against by (Worsfold 1999, Shahnawaz2006) where they denied the participatory role of commitment in organizational performance and considered it as guide for performance development of organization through HRM practices, (Meyer & Allen 1997) used the concept of affective(value added) normative(obligation based) continuance(cost and benefit based) commitment in their study, (Gaertner & Nollen1989) and (Kinicki 1992)proved the positive correlation of commitment and both actual & perceived HR practice

RESEARCH QUESTIONS

The study is carried out to find the answer of the question:

- To investigate the how HRM practices affect on organizational performance
- To investigate the Mediating effect of organizational commitment between HRM practices and organizational performance

HYPOTHESIS

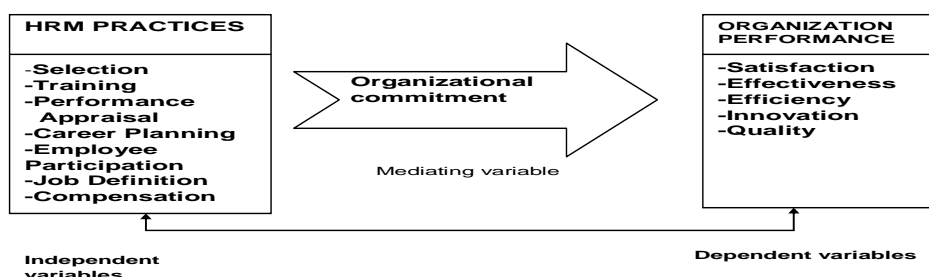
H1: HRM practices including selection, Training Performance Appraisal, Career planning, Compensation, Employee Participation, Job Definition has a positive effect on the organizational performance.

H2: HRM practices including selection, Training Performance Appraisal, Career planning, Compensation, Employee Participation, Job Definition has a positive effect on the Organizational Commitment.

H3: Commitment affects positive on Organizational Performance as mediator.

H4: Commitment as mediator between HRMP and Organizational Performance has positive effect on OP.

Perceive Model



METHODOLOGY

The rationale of using methodology is to prove the status of hypothesis and perceived reach model, which perceives the relationship of HRM practices and organizational commitment through commitment as mediator. The methodology includes the following:

i. SAMPLE

The stratified sampling technique is used to collect the data which is simple and convenient in data collection method where a specific target market is selected instead of large number of people. Three star hotels of Rawalpindi Islamabad were selected .The questionnaire is adapted from Qureshi, Katu,abd Azba. Total 150 questionnaires were floated. Pick and drop method was applied.80 responses were received; The target audience was the managers and supervisors. In order to identify the best results of HRM practices in service industry the four and five star hotels are

The right choice (Hasynes&Fryer, 2000 and Hung, 2006) The employee were assured of confidentiality during the data collection.

ii. INSTRUMENTATION

On the light of various reaches commitment is significant impact on organizational performance. This study is conducted to understand the same in hotel industry if Pakistan where the major factor is Human resource which leads the organization to its good or bad condition. In this study the HRM practices including, Selection, Training, Performance Appraisal, Career planning, Employee performance, Job design& Compensation are taken as Independent variable along with commitment as mediator. While organizational performance. The responses are made on 1 to 5 likert scale from highly disagreed to highly agreed is taken as dependant variable.

iii. RESPONDENTS PROFILE

Gander	Male & Female
Age	Below 20 to 41 and above
Education	Matric to Masters
Salary	Below Rs. 10,000 to above Rs. 50, 000
Stay	<1 to >10 years

iv. MODEL TESTS

Among the several tests first of all the Reliably test is applied to check reliability of data against the each construct to check the relationship and reliability questionnaire and data collected .The results of cronbach Alfa are found almost above 70 are considered good as per opinion of (Sikaran 1992, Hendi2009).

Variable	Cronbach's Alfa
Selection	.855
Training	.850
Performance Appraisal	.870
Career Planning	.835
Employee participation	.858
Job Design	.747
Compensation	.86
Commitment	.873
Organizational performance	.909

Exploratory Factor Analysis (EFA) test is applied to confirm the feasibility of questions all in each variable construct. The results of each construct are found highly significant, which are above .70.

Linear Regression Analysis is applied on hypothesizes to check the effect of HRM practices and commitment as mediator on organizational performance.

H1: HRM practices including selection, Training Performance Appraisal, Career planning, Compensation, Employee Participation, Job Definition has a positive effect on the organizational performance.

	Mean	Std. Deviation	N
Organization Performance	3.2284	.67428	80
HRMP	3.1191	.68612	80

Mean and S.D is significant and correlation between two variable is also significant at .000 level ,R is .729 ,while beta is .729 which illustrates that unit 1 change in HRMP causes .729 change on organizational performance. The hypothesis stand true.

H2: HRM practices including selection, Training Performance Appraisal, Career planning, Compensation, Employee Participation, Job Definition has a positive effect on the Organizational Commitment

	Mean	Std. Deviation	N
Organizational Commitment	3.5125	.67624	80
HRMP	3.1191	.68612	80

Mean and S.D is significant and correlation between two variable is also significant at .000 level, R is 0.58 ,Beta is .58. The hypothesis is acceptable..

H3: Commitment affects positive on Organizational Performance as mediator.

significant Mean and S.D with significant correlation between two variable at .000 level ,R is 0.729 and beta is 0.729 The hypothesis is true.

	Mean	Std. Deviation	N
Organization Performance	3.2284	.67428	80
Organizational Commitment	3.5125	.67624	80

H4: . Commitment as mediator between HRMP and Organizational Performance has positive effect on OP.

	Mean	Std. Deviation	N
Organization Performance	3.2284	.67428	80
HRMP	3.1191	.68612	80
Organizational Commitment	3.5125	.67624	80

Mean and S.D is again and correlation is also significant at .000 level ,R is 0.72 Beta of HRM is 0.72 and commitment 0.007. The hypothesis stands true.

DISCUSSION

Overall all the results found significant well accepted and strong .It seems true that all the previous researches conducted support these result. HRM practices have its own importance but unfortunately the people in organization specially in this industry are nit given an opportunity to participate in such kind of training which ate really beneficial for their carrier development. HR departments are hooded by those who themselves need training. It is observed through data collection no electronic information was available .Usually employees were not allowed to be interviewed directly, they wanted to explain their problems but the HR departments themselves were the hurdle. This was the reason that hypothesis 4. proves that commitment with HRMP does not bring any significant change As it Plays an important role in any organization and is related to people but at the same time it can not be important for the achievement of competitive advantage unless the hotel department make strong HR strategy and standards for achieving the employee satisfaction (HUNG 2006) .The importance of HR practices can not be denied in hotel industry .It is a backbone of this industry. In Pakistan though it is not applied in small scale organizations with its full sprit but its application can be seen in a form of some other concepts. Having the same problem the only five star hotels were selected.

SUGGESTION AND CONCLUSION

This study suggests the HR department is required to pay attention to the strategic HRM. Only HRM polices can not solve the employees problems .There is need of positive alignment of higher authorities to involve the Human Resource Department as they set their future goals. They should not treat the employee like other material resources .Every time increase in capital and material can not expand the business. It is human relationship which binds the organization and customers. Which stands very much true for Hotel Industry especially in Pakistan where a lot of resources are getting wasted due to lack of behavioral training of Human Resource and Management.

REFERENCES

1. Alberto Bayo-Moriones, *Human Resource Management, Strategy and Operational Performance in the Spanish Manufacturing Industry*. 2002,
2. Anastasia A. Katou, *Measuring the impact of HRM on organizational performance*, 2008.
3. Anastasia Katou, *Test of a causal Human Resource Management-Performance Linkage Model: Evidence from the Greek manufacturing sector*,
4. Ashok Som, *Innovative HRM and corporate performance in the context of economic Liberalization in India*
5. Beatrice Dimba & Peter K'Obonyo, *The effect of SHRM practices on performance of Manufacturing MNC in Kenya*. 2009
6. Dennis Yao Dzansi* and Lineo Winifred Dzansi. *Understanding the impact of human resource management practices on municipal service delivery in South Africa: An organizational justice approach* June 2010.
7. Dr. Nilubon Sivabrovornvatana, *The Effect Of Operational Human Resource Management Practices On Organizational Performance In: A Case Study Of Thai Hospital Industry*.
8. Gürhan Uysal1, Göz Koca2, *HR and firm performance at companies in Turkey: Correlative analysis*. Jan. 2009
9. Jillian Brown1, Statia Elliott, Julia Christensen-Hughes Sean Lyons, Sara Mann, *Using HRM Practices to Improve Productivity in the Canadian Tourism Industry*.
10. M.G. Shahnawaz & Rakesh C. Juyal, *Human Resource Management Practices and Organizational Commitment in Different Organizations*, July 2006.
11. Mir Mohammed Nurul Absar*, Mohammad Tahlil Azim**, Nimalathasan Balasundaram***, Sadia Akhter, *Impact of Human Resources Practices on Job Satisfaction: Evidence from Manufacturing Firms in Bangladesh*.
12. Muhammad Asif Khan, *Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan*,
13. Tahir Masood Quresh1*, Ayisha Akbar2, Mohammad Aslam Khan, and at,al, *Do human resource management practices have an impact on financial performance of banks?* June, 2010.
14. Tsang Kai Hung, *The Impact of Human Resource Management Practices on Service Performance of Taiwanese Hotel Industry Organizational Commitment as a Mediator*, 2006.
15. Zaini Abdullah, *The Effect of Human Resource Management Practices on Business Performance among Private Companies in Malaysia*. June 2009.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

