HRM PRACTICESON EMPLOYEE PERCEPTION AND ITS EFFECT ON ORGANIZATIONAL COMMITMENT

Dr. Aajaz Ahmad Hajam

Assistant Professor, Sambhram University, Jizzax, Uzbekistan,
Gmail: aajaznazir@gmail.com

Alphonsa S John

Ph.D., Research Scholar, Department of Commerce, Annamalai University,
Tamil Nadu, Gmail: alphonsasherlyjohn@gmail.com

Introduction

The corporate environment has changed dramatically since the start of globalization, both in terms of complexity and dynamism. Companies are coping with shifting market conditions, changing workforce demographics and diversity, technological advancements, increased customer and quality focus, a talent shortage, and shifting economic realities (Noe, 2002). In order to attain long-term sustainability and total organizational success, it is crucial for businesses to continuously alter their business strategy, policies, and practices to conform to the shifting needs of the business environment. In other words, firms are compelled to implement and successfully manage change continuously (Bridges & Mitchell, 2000; Kanter, 1985). Despite the fact that organizations need to manage change more effectively, 70% of change initiatives fail (Beer &Nohria, 2000), and this failure rate has remained stable over time. Insufficient attention to issues relating to people is one of the most frequently mentioned causes of change implementation failure (Spiker & Lesser, 1995; Kotter, 1995). During the 1990s, there has been widespread recognition of the significance of employees, their psychological reactions, and their behavior during organizational transformation; yet, in practice, managers do not place enough emphasis on these concerns (Becker & Gerhart, 1996). Others who have conducted empirical studies in this area concur with this viewpoint. For instance, research on the implementation of a customer relationship management (CRM) project at three banks in New Zealand and discovered that firms tend to prioritize technological difficulties while ignoring issues relating to people.

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

According to Ulrich (1997), human resource professionals can play a crucial role during organizational transformation because any change management activity is focused on people. In the past ten years, in particular, this viewpoint has gained importance. Employees' ability to manage change can be improved, and successful change management can be facilitated, according to a large number of researchers (Kalyani & Sahoo, 2011).Specifically, this is due to the fact that managing change necessitates managing employee behavior, and prior research indicates a high correlation between human resource (HR) procedures and employee behavior. Previous studies have shown that HR procedures have a favorable impact on workers' attitudes and contribute to improved business performance (MacDuffie, 1995; Pfeffer, 1994; Ichniowski, Shaw, &Prennushi, 1994; Huselid, 1995; Delery& Doty, 1996; Huselid, Jackson, & Schuler, 1997; 1996; Pfeffer J., 1998). This study makes the suggestion that human resource professionals can add value by implementing HR practices that have a positive impact on employee attitudes toward change. Since managing employee attitudes toward change remains a primary goal for any change effort, it is important to ensure that there is more readiness and less resistance. There is a dearth of prior research on crucial HR practices during change implementation. Scholars have put out a more general perspective, suggesting that HR should lead and foster organizational skills during organizational transition (Lawler &Mohrman, 2003). In a similar vein, Brockbank (1999) said that HR should take a strategic lead in the creation of connections between market requirements and internal capabilities throughout transformation by encouraging innovation and creativity, facilitating mergers and acquisitions, and leading these initiatives. According to Tiong (2005), during organizational transformation, human potential can be utilized through communication, peer and supervisor support, employee empowerment, active execution, training, and educating employees to cope with stress and foster greater buy-in.

Several scholars have also emphasized the importance of human resources during mergers and acquisitions. For instance, the human component of M&A was greatly overlooked, and they established a methodology to assess the connections between HR initiatives. In a similar vein, Dauber (2012) highlights the value of culture in mergers and acquisitions.

As a result, it is important to identify specific HR practices that are particularly effective during organizational transformation and how these practices affect employee perception and commitment to change. This paper first explains how and why the HR function has become a crucial organizational function to support change over time. It then draws attention to key change management techniques from macrochange literature and makes connections to HR practices. It also looks at how employee perception and commitment to change are related to HR practices used during organizational transition. The paper concludes by presenting a conceptual framework built on claims that may one day serve as the foundation for empirical investigation.

Methodology of the Study

This paper's goal is to review the literature on HR practices' effects on employees' commitment and perceptions of organizational change. According to Ramos Rodriguez and Ruiz-Navarro (2004), certified knowledge is knowledge that has undergone the critical scrutiny of other researchers and been successful in receiving their acceptance. "Organizational Change," "Change Management," "Role of Human Resources During Organizational Change," "HR Practices During Organizational Change," and "Change Related HR Practices" are some examples of keywords. In this study, the terms "HR as a change agent," "perception and commitment," "employee perception of HR practices," and "HR practices and organizational performance" were employed. The studies that were done were located using ProQuest's English-language online database. For this review, papers written between 1998 and 2013 were taken into account. In addition, we looked at and included frequently cited work (journals, books, magazines) that was found in the aforementioned selected papers in order to avoid the risk of leaving out significant and important contributions in the fields of HR practices during organizational change and employee perception and commitment. They were considered significant and included in this analysis even though they weren't found in our search utilizing the aforementioned keywords. Publications that did not explicitly use the phrases "organizational transformation" or "human resources" were automatically disqualified from this examination since they were deemed inapplicable. The review did not include any book reviews, interviews, or article summaries. Also excluded from this

investigation were smaller, less renowned, less referenced, or extremely recent periodicals.

Role of HRM Enabling Change

Since roughly 60 years ago, the human resources function has been undergoing transformation, partly as a result of the shift from industrial to knowledge-based enterprises. The duties, responsibilities, expectations, and placement of HR professionals have changed as a result of the transition within the HR function over the past several decades, as well as the changing business environment. Today's HR professionals must shift from being reactive to being proactive in order to play a strategic role (Budhwar, Varma, &Katou, 2009). It is crucial for HR professionals to comprehend and implement organizational and cultural change given how this trend has changed HR on all levels.

Studies on HRM and organizational change conducted over the past two decades have shown that there is a connection between change models and HRM (Rees, 2008; Rees & Johari, 2010). This is so because HRM systems assist in managing personnel, and any change process revolves around people. Additionally, this interaction is necessary to guarantee that modern HR is centered on strategy alignment, impact, and changeability (Ruona& Gibson, 2004). An organization's functioning depends on the activities of its members, and it can change only when members' behavior changes (Goodman & Dean, 1982). Since there is a significant correlation between HR procedures and employee behavior, the HR department can play a significant role in facilitating organizational change. In fact, according to Ellis (2000), the lines separating HR tasks from change management are blurring more and more.

The growing importance of HR's position as a change enabler is well documented, and Storey's study placed an early emphasis on the HR manager's role as a "changemaker" (1992). Ulrich (1993) later offered a conceptual model with a change agent as one of its dimensions, concentrating on how HR may add value and transition from operational to strategic participation. In a similar vein, Ulrich, Brockbank, Arthur, and Dale (1995) hypothesized that HR professionals make effective facilitators for those

in charge of managing change due to their expertise with corporate culture and personnel. In addition to being responsive to management, customer-focused, and a business partner, Walker (1992) claimed that HR professionals also need to drive and implement change by integrating themselves into management.

Prior research strongly suggests that the HR function has a crucial role to play during times of transformation. Reviewing how people respond to change, though, is equally crucial. One important subject for assessment is how to handle employees' reactions favorably throughout organizational transformation.The significance of employee well-being throughout transition, which lowers employee stress, inspires them to perform well, engages them in productive ways, and fosters organizational loyalty. Relating this to HR practices, Becker (2001) highlighted the necessity of constructing the complete HR architecture with a focus on creating a climate of trust in order to allay employees' fears regarding the negative effects of change.

The role of HR as a change agent has been the subject of numerous studies, all of which offer different perspectives. Caldwell (2001), for instance, proposed a four-part typology of the function of HR as a change agent, including champions, adapters, advisors, and synergists. He asserted that the role HR plays during organizational change can be divided into two categories: the soft model, which emphasizes the importance of integrating policies with business goals that treat employees as important, and the hard model, which emphasizes the need for close integration of HR policies, systems, and initiatives with corporate strategy. He contends that HR needs to be more sensitive to the ambiguities and uncertainties present in organizational change processes as well as the emotional challenges faced by employees throughout transition. Previous research claims that altering people's behaviors, fundamental attitudes, and beliefs is the key to successful and permanent transformation. This implies that HR can be extremely important in addressing the need to influence people's behavior and attitudes.

During times of organizational transition, organization development and human resource theory and practice intersect, as seen in the literature on change management (Richardson et al., 2011; Ulrich, 1996; Edward E. Lawler III & Susan A. Mohrman). According to research, HR practices can significantly influence how people behave

during change (Richardson et al., 2011; Rizvi, 2010; Barratt-Pugh, Bahn, &Gakere, 2013). By involving staff members in change initiatives and fostering commitment, HR practices can also improve an organization's ability to change (Ogilvie & Stork, 2003; Gomez, 2009). According to research, leaders, managers, organizational development (OD) specialists, and people directly involved in implementing change can foster effective change management by clearly communicating the organization's vision, carefully planning change initiatives, and involving top management and staff members throughout the process (Ogilvie and Stork, 2003;Ulrich & Brockbank, 2005; Z, 2001; Farquharson & Baum, 2002; Ashforth& Saks, 1996; Teresa & Kilmann, 1990; BrissonBanks, 2010).

Instead, experts note that when implementing HR practices during transformation, the organization's strategic perspective should be kept in mind, as should business priorities and membership in the leadership team (Rees & Johari, 2010). If properly carried out, this has a significant impact on the transformation process by giving HR managers a powerful position (Sartain, 2010). Employees in these surveys shared the opinion that top managers should make clear HR outcomes and how they affect company performance. Also, HR should alter its communication to involve staff in people-related activities, be more approachable, be the ones to initiate ideas rather than just follow them, and connect corporate objectives and HR strategy vertically (Rees & Johari, 2010; Wright & Snell, 1998). Throughout the transition process, HR should identify possible resistors and reassure them (Gomez-Mejia et al., 2009). Similar to this, several scholars have discussed specific HR behaviors observed during transformation, including managing conflict (Guttman, 2009) and learning about rivals, clients, goods, technology, and sources of competitive advantage (Choi &Khairuzzaman, 2012). The extensive body of research on change-related HR practices presents a segmented picture. As a result, the authors of this research felt the need to analyze the complete body of literature and group HR practices into distinct categories that HR practitioners must pay particular attention to in times of change. Figure 1 below summarizes the aforementioned literature and presents it diagrammatically. Figure 1 illustrates the necessity for and significance of HR's function as a change enabler. The authors' first proposition for this work is provided below in P1. It is based on the summary of the

literature from past studies mentioned above. In order to operationalize HR practices as interventions, initiatives, and actions undertaken to develop, motivate, and retain employees and used as a means to shape employee perceptions, attitudes, and behaviors, we drew on the works of Schuler and Jackson (1987), Wright et al. (1994), and Ulrich, Brockbank, and Johnson (2009).

P1: Introducing and implementing HR practices in the areas of culture, leadership, cross-functional integration, training, communication, and technology during organizational change can favorably influence employee behavior.

HR Practices and Employee Perception and Organizational Commitment

The Role of Employee Participation Enabling Change

Employees' reactions to change are influenced by perceptions because of the fundamental nature of change, where employee behavior and attitude play an essential role. Employees react to organizational change by changing their attitudes, either accepting it voluntarily by demonstrating readiness or resisting it, depending on how they perceive the change. Conceptually speaking, perception is the process through which people arrange and interpret their sensory impressions to give their world meaning (Robbins, Sanghi, & Judge, 2009). Individuals form beliefs about their surroundings through the processes of perception and attribution, which in turn control their behavior. According to Spreitzer (1996), "people actively perceive their environments and are impacted by their perceptions rather than by some objective fact," the environment has a dominant role in how people think and behave. These impressions have a significant impact on how employees are predisposed to react to change, whether by demonstrating preparation for the change or opposition to it.

Employee Attitude and BehaviourTowards Organization

In the research on resistance to change, there are connections between employee perception and organizational transformation. Workers react to events in their environment and infer what will happen during the transformation process. Employees' perceptions of change are made up of these privately held presumptions and

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

expectations, which, when positively established, are claimed to increase commitment to the change process, increase preparedness for change, and decrease resistance. They noted in their article "Building readiness for organizational change" that readiness is the mental state that precedes behaviors that are either supportive of or resistant to a change attempt, and that it is expressed in terms of the employees' views (,beliefs, attitudes, intentions). These perceptions either help or hinder a change intervention's efficacy. As shown in the Coch& French (1953) experiment, developing readiness entails proactive actions to impact a change target's ideas, attitudes, and ultimately behavior. In the past, a favorable association between individual behavior change and organizational change outcome. Nadler, Cammann, and Mirvis (1980) had previously indicated the need to alter behavior in the change process.

Burke and Litwin (1992) stressed the significance of taking human behaviors, wants, values, and motivations into account in order to influence how well organizational transformation attempts turn out. Researchers Bordia, Hobman, Jones, and Gallois (2004) examined how employees participated in change and found that perceptions of and acceptance of change had a favorable impact. Employees who have negative perceptions also don't take responsibility for the change, which causes resistance and implementation difficulties. According to Giangreco and Peccei (2005) and Oreg (2006), how people perceive the consequences and outcomes of change for themselves and their organizations will determine how they respond to it.Hence, creating positive employee impressions, attitudes, and beliefs is essential for effective change interventions.

According to prior studies (MacDuffie, 1995; Pfeffer, 1994), HR strategies have a favorable impact on employees' attitudes and contribute to improved business performance (Ichniowski, Shaw, &Prennushi, 1997; Huselid, 1995; Delery& Doty, 1996; Huselid, Jackson, & Schuler, 1997; Pfeffer, 1998). The abundance of studies on HR that are currently available clearly demonstrate the connections between HR practices and employee behavior. These studies make a clear case for HR's ability to influence attitudes and perceptions and turn workers into collaborators in the transformation process.

Furthermore, a sizable body of research demonstrates that employee behavior is influenced not only by HR policies but also by how these procedures are perceived by employees (Chang, 1999; Gartner &Nollen, 1989;Başaran, İ.E.2000). Macey & Schneider (2008) argued that employees' views of HR procedures are likely to precede the employee attitudes and behavior linkages in the causal chain. That is, in order for HR practices to positively influence employee attitudes and behaviors, it is necessary for employees to perceive and understand HR practices in ways that will convert them into desirable organizational outcomes. According to Iles, Mabey, and Robertson (1990), the strength of an employee's recognition and association with an organization and its causes depends on how favorably they view HRM methods. Employee perceptions are recognized by Bowen &Ostroff (2004) as a factor in converting HR procedures into desired results. According to studies by Schneider & Bowen (1985), employees are more inclined to expend additional effort and resources to produce the intended results if they have a favorable opinion of HR practices. This implies that the effects of HR procedures are not always automatic and immediate, as might be expected; rather, they depend on the interpretation that employees give to such activities.

The attributions that employees give to the HR practices they come across may eventually determine the relationship between HR practices and employee perception as well as organizational change. In times of transition, HR practices that are perceived as being applied toward employee welfare stand out and are more noticed. The impressions that employees have of these HR procedures during a time of transition are crucial because they have a direct impact on whether or not they accept the change throughout the implementation phase. Eby, Adams, Russell, & Gaby (2000) found that employees' perceptions of organizational readiness for change can either facilitate or harm an organizational change attempt.

Some prior study has shown that HR professionals have been sluggish to accept the new duties, especially when it comes to fostering an adaptive culture with the ability to adjust quickly. In addition, Conceptual and empirical research in the field of transformation and emphasized gaps between the two. The capacity to manage change,

Volume 3 No.1 (2023)

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

according to researchers, is essential for success, but HR professionals do not view it as a crucial skill. In the context of HR strategies, rules, and procedures as they applied to and impacted personnel participating in managing change, there were a number of contradictions and ambiguities. According to Doyle's (2002) research, a comprehensive HR strategy is urgently needed to manage people who manage change. According to Flannery, David, Hofrichter, and Paul (1996), line managers perceived HR as a non-participant in the change process and a barrier to successful organizational change due to their lack of knowledge of strategic management concerns.

Ogilvie & Stork (2003) examined the roles that HR professionals have played throughout history, beginning in the 1800s, and came to the conclusion that there have been numerous conflicts over what function HR should play in managing change and whose interests it should represent. The researchers asserted that, as a result of these tensions, HR frequently took a reactive approach in an effort to increase fit and stability by taking into account the concerns and interests of various constituencies when the pressure sources changed. Researchers emphasize that different groups, including employees, managers, and stakeholders, must take one another's preferences into account while making decisions and organizing their course of action in this setting. According to Poon & Rowley (2010), the speed of HRM transformation in Asia has been erratic and slow.

The question of how the HR function might be valuable during transformation has been addressed in previous research. Ulrich (1996), Lawler &Mohrman (2003), for instance, recommended that HR provide leadership, build the requisite skills, and implement change. According to Brockbank (1999), by encouraging innovation and creativity, facilitating mergers and acquisitions, and taking the lead in forging connections between market demands and internal capabilities during organizational transformation, HR can become strategically proactive.

In conclusion, research indicates that neither the role performed by the HR function during organizational change nor the HR policies put in place during organizational transition are seen favorably by employees. Workers believe that HR

procedures are slow and inconsistent throughout organizational change. In order to promote transformation, the HR function should concentrate on developing and executing essential HR practices, which is what this study does.

Role of HR Practices Towards Organizational Commitment

More general studies have been done on HR procedures during organizational transition. There isn't much information in the literature about which particular HR techniques were used throughout change and what the outcome was. Thus, the macro change management literature was reviewed in order to identify HR practices that are essential during organizational transformation.

The causes of positive employee perception during organizational transition have been extensively studied in the past. These variables can be divided into six organizational variables that interact with employees' perceptions of organizational change, which may be favorable or unfavorable, and affect whether the change implementation process is successful or unsuccessful. As a result, we advise adopting change-related HR practices in six key areas: culture, leadership, cross-functional integration, training, communication, and technology. Doing so will positively influence employee perception, lowering resistance to change and boosting commitment to it. Below, we go into further depth on why these organizational aspects have been deemed significant:

Employee Participation

Employee attitudes, organizational effectiveness, and performance are thought to be significantly influenced by organizational culture (Kreitner& Kinicki, 2004). In other words, individual attitudes, behaviors, and perceptions are greatly influenced by organizational culture (Awal, Klingler, Rongione, & Stumpf, 2006). Yet, it should be understood that a strong corporate culture is not always positive and can sometimes be harmful. Nearly all of them might become resistive to change (Kreitner& Kinicki, 2004). In order to obtain a competitive advantage, firms need understand their

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

---

organizational culture, which should be a key component of their strategic planning (Van Jaarsveld, 2005). Only when a business is aware of its current culture can it take steps to eliminate undesirable and unexpected behavior and move toward the desired future, improving employee perception (Peccei, Giangreco, & Sebastiano, 2011). Moreover, research suggests that a climate at work that supports innovation and change might help organizations evolve (Glover, 1993; Zammuto,1992; & O'Connor). Since employee attitudes play a major role in organizational change culture success (Martin, Jones, and Callan, 2006; Kotter, 1995), the human resource function should develop a comprehensive plan to implement HR practices that foster a supportive culture (Liebowitz, 2010) during change that fosters a favorable employee perception.

P2: HR initiatives implemented during organizational transformation will improve employee perception by understanding the current culture, eliminating undesirable behavior, and promoting acceptable behavior, so building a work environment supportive of innovation and change.

Contribution of Leadership

Appelbaum, Berke, Taylor, Vazquez & Jose (2008) examined six empirical research relating to influence of leadership on employee views during organizational transition. The study found that a leader's capacity to win the support of their workforce for the change was what determined whether a change implementation effort would succeed or fail. Employee resistance is a significant barrier to change implementation (Klaus, 1997; Kumar &Kamalanabhan, 2005), but it can be lessened with the right leadership approach (Covey & Gulledge, 1994). With the correct leadership style, employees' commitment to change can be increased (Chonko et al., 2002). Leaders present an agenda for change (Bennis, 1997). Throughout organizational change, leaders can make goals clear, motivating the change's successful execution (Pater, 2011).

Particularly well-positioned to fulfill this duty during organizational transition is the human resources department (Pilar et al, 2004). HR should take the lead during change by developing and implementing HR strategy, comprehending the cost drivers,

setting an example, and putting the change into practice (Spence, 2009). In order to give leadership, lessen resistance, and foster favorable employee attitudes during organizational transformation, HR functions with effective HR practices.

P3: Employer perception will improve as a result of HR policies implemented during organizational transformation to provide leadership by inspiring leaders to articulate goals, present a vision for change, and set an example for others.

Cross-Functional Integration

Prior research has clearly demonstrated the need of cross-functional teams during organizational change (Convey, 1994). Cross-functional integration is a technique used to complete tasks by bringing together people, business processes, and data from two or more distinct organizational functions (Ford &Randolp, 1992). Cross-functional teams boost employee engagement and shared accountability, which improves organizational performance (Bartunek&Moch, 1987). According to research, people who work on cross-functional initiatives have favorable opinions of their jobs and organizations (Denison, Hart, & Kahn, 1996). Also, the degree of cross-functional integration helps to increase employee commitment.

Nevertheless, training, performance measurement strategies, and team member coordination are all essential for the success of any cross-functional team (Covey, 1994). (Mat &Jantan, 2009). This is only possible when members trust one another, which in turn fosters favorable employee perceptions (Mat &Jantan, 2009). As a result, HR procedures including training, performance management, and building team trust can promote cross-functional integration and produce a favorable employee perception.

P4: During organizational transition, HR procedures that improve cross-functional integration through training, performance evaluation strategies, and coordination will foster a healthy workplace culture.

Modern Trends in Employee Training

During organizational transformation, effective training can increase employee commitment (Beer, 1990). Effective change implementation entails not only the training and development of personnel in the use of tools and processes, but also the construction of a learning environment favorable to future continuous learning. Employees that receive extensive training are better able to understand how to accomplish corporate goals and what is expected of them (Montes, 2003). Training aids in removing barriers to information acquisition, which increases employee commitment to change initiatives (Robey, 2002,). According to Zuzeviciute and Tereseviciene (2010), the human resource function can play a significant part in supporting training and offering learning opportunities to employees, which will improve employee perception.

P5: Employer reputation will improve as a result of HR strategies implemented during organizational change that regularly train staff members to foster learning environments.

Effective Communication

Effective organizational change implementation depends on good communication (DiFonzo& Bordia, 1998; Lewis & Seibold, 1993; Schweiger &Denisi, 1991). If change communication is poorly managed, it may lead to rumors and resistance to the change, exaggerating its drawbacks (DiFonzo et al., 1998; Smeltzer & Zener, 1998). According to research, creating an environment that encourages open dialogue and collaboration may be a critical foundation for achieving organizational change goals (Dutton, 1992).However, according to research, up to 70% of change initiatives fail (Beer and Nohria, 2000), with poor internal communication being cited as the main cause of such failure (Murdoch, 1997). Hence, open communication is essential during a change initiative since it helps identify problems and enhances the chance that the best solution will be chosen (Sloyan, 2009). As HR managers have full access to employee data, we believe they can play a significant role in developing and implementing a

communication strategy during an organizational transition that will positively impact employee opinion.

P6: HR practices implemented during organizational transition to foster a collaborative environment and trustworthiness will improve employee perception.

Changing Trends in Technology

When we refer to technology, we mean the human resource information system, which is defined as a system that combines information technology (IT) and enterprise resource planning (ERP) software to make HR practices and processes more user-friendly. Technology helps with communication and training initiatives, sets clear goals for the change endeavor, and fosters employee participation opportunities. During organizational transition, technology helps employees perform better, promotes employee involvement, and eliminates role ambiguity (Karimi, Somers, & Gupta, 2001).

Using technology by HR professionals, particularly during organizational transition, can reduce their administrative workload and free up time to concentrate on strategic challenges, which will result in business excellence (Kumar & Pandya, 2012). We contend that developing and implementing HR procedures with the aid of technology will enable HR to concentrate on strategic concerns, lower employee resistance to change, and foster a positive work environment.

P7: Using technology to address administrative concerns, enhance connectivity, and boost employee performance and involvement throughout organizational transition can lead to HR practices that improve employee perception.

Employee Dedication Towards Organization

It's interesting to note that perception and commitment have been discovered to have a strong link. Perceptions and commitment are linked in a variety of ways. Researchers have looked at how perceptions of various job-related characteristics affect commitment as well as how perceptions of commitment affect other dependent

variables (Loi, Hang-yue, & Foley, 2006). (Shore et al., 1995) revealed that when workers believe their employers actually care about their welfare, their devotion to their organizations is stronger.

In a similar vein, other scholars have discussed the link between employees' dedication to organizational transformation and positive perceptionand. Chawla (2004) investigated how procedural fairness perception mediated the relationship between openness to change and commitment to it. The employee perceptions of organizational change model developed by Oreg (2006) also covered important relationships with commitment. (Janet, Cadwallader, & Busch, 2008) included employee commitment to change results as organizational performance and change implementation success perceptions. In light of the fact that change profoundly affects people's views, it is crucial to comprehend how these perceptions can either increase or decrease people's commitment to change.

Several academics have also investigated how HR procedures during organizational transition are perceived by employees and how this affects their commitment to the change.HR perceptions are "causal explanations that employees develop regarding management's intentions for implementing various HR practices," and they contend that employees' HR views have a significant impact on their commitment and satisfaction. As a result, HR policies can be a reflection of management's dedication to encouraging people to embrace change and result in the successful implementation of organizational change initiatives.

Many HR professionals (such as Beer et al., 1984 and 1985; and Guest, 1997) hold the same opinion and believe that HR procedures are a strong predictor of employee loyalty. Chang (2005) investigated the relationship between HR procedures and an employee's overall perception as measured at the person level and the possibility that this relationship affects the employee's loyalty to the firm. In an empirical study conducted in Taiwan, Wang et al. (2012) investigated how employees perceived the HRM system, with individual commitment to the firm being the outcome variable. Kinicki et al. (1992) observed that the association between HRM practices and

employee attitudes was influenced by the perception of the organization's commitment to HR activities that benefited employees. Consequently, research suggests that commitment in general is highly impacted by how HR policies are perceived.

The studies of Meyer et al. (1989, 1990, 1991, 1993, 1996, 1997, 1998, 2000, 2002, 2007, 2010) have studied and analyzed commitment in great detail, and Jaros has reviewed these works (1995). We define commitment for the purposes of this study, 1996, 1997, 1998, 2000, 2002, 2007, 2010) have studied and analyzed commitment in great detail, and Jaros has reviewed these works (1995). We define commitment for the purposes of this study. They described commitment as a mental state that ties a person to an organization. They conducted more research on commitment and came to the conclusion that each person's experience of commitment is complex. This experience has to do with three things: (i) an emotional tie to the organization; (ii) a sense of duty; and (iii) the perception of unaffordable loss in the event of non-commitment. As a result, they divided commitment into three categories: emotional commitment, normative commitment, and continuation commitment. Meyer and Allen also argued that it's critical to examine all three elements concurrently and that each element should have an impact on the person's intention and choice to commit to the item. Higher levels of performance were also found by Meyer and Allen (1991) to be positively correlated with affective commitment to the organization. As a result, commitment to change is more comprehensive than perception of change, which refers to an individual's interpretation and feelings (Robbins, Sanghi, & Judge, 2009). Conceptually, preparation for change and coping with change are different from commitment (Judge et al., 1999).

Even though there is prior research on the best HRM practices, studies on employees' perceptions of change-related HR practices seem fragmented in defining effective practices that could increase employee commitment to change. Further research is needed to determine the relationships between various forms of commitment and HR practices.

Given how pervasive organizational change is, commitment to change would be essential for the effective execution of change initiatives. Studying the way in which these practices are viewed by employees and further examining the relationship between

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

---

these perceptions and commitment to change are crucial given the growing prominence of the role of HR and the contribution of HR practices in managing change. To understand how employees see HR methods, (Wright, Gardner, and Moynihan 2003; Bennett, J. L., Bush, M. W. 2009) argue that evaluation is essential.Employee commitment to change would therefore be assessed by looking at how favorably they see the HRM practices of their firm during transition.

P8: A good employee impression of change-related HR procedures will promote employee commitment to change.

In this paper, we propose that the HR function can play a beneficial role during organizational transition by developing and implementing crucial HR practices that influence employee behavior in a way that fosters a positive employee impression and improves employee commitment to change. HR practices that are relevant for change have been identified. Employee feedback on the effectiveness of HR practices related to change could be used to evaluate HR practice constructs. A questionnaire might be used to learn about employee impressions of HR processes, and the Meyer and Allen commitment questionnaire from 1997, with minor adjustments for organizational context, could be used to gauge commitment. The effectiveness of change is particularly challenging to evaluate without doing long-term research on an organization that is undergoing change, as the effectiveness of change may also be modified retroactively by other factors.

Conclusion

As applied to the realm of organizational transformation, resource-based paradigm, which places a strong emphasis on human resources, emphasizes the special contribution that employees may make to these processes. With this notion in mind, HRM should put policies in place that will make such a contribution possible. , According to Gardner and Moynihan (2003), monitoring HR procedures is essential to understanding employee perception. It is crucial to comprehend how employees feel about HR policies implemented to assist change and how that affects their commitment to the change in order for HR to effectively play the role of a change agent. Although

studies on the best HRM practices that foster organizational commitment, the general perception of HR practices, and the function of HR during change have already been conducted, further focus on the role of HRM practices during organizational transformation is necessary. More crucially, the effect of employees' perceptions of these change-related HR practices and their additional impact on commitment to change need to be examined.

This essay offers theoretical contributions that are pertinent to the literature on organizational change and centers on HR practices that are change-related. This article identifies six key change-related HR practices that handle people-related issues and have significant implications for successfully managing change. Failure to adequately address people-related issues is the primary cause of change failure. With the use of six hypotheses that can be utilized as a framework to examine change-related HR practices and their effects on employee perception and commitment to change, the study adds to the body of knowledge on organizational change. Deep insights into efficiently managing change while maintaining human resources at the center will be provided to industry practitioners by further research using the methodology suggested in the paper.

Scope for Future Research

First, this paper highlights certain HR practices related to change that human resource professionals can take into consideration while planning and implementing change. In a second attempt, it demonstrates the significance of favourable employee perceptions of HR methods used during transition, which in turn enhances employee commitment to change. The goal was to pinpoint the six organizational components where HR strategies can be beneficial in times of change. To the researchers' knowledge, studies on organizational change and its impact on employees' perceptions and commitment to change have been conducted, but no research has been done on specific change-related HR practices and their impact on employees' perceptions and commitment to change.

Further study can be conducted on the foundation of the framework described in this paper. Under the framework of the six change-related HR practices outlined in this

study, future research can be conducted by assessing which change-related HR practices result in favorable employee perception, improve commitment, and decrease employee resistance. Employee opinion of HR procedures in the six areas stated above can be examined to determine the efficacy of change-related HR strategies. Building relevant empirical models that are applicable to business and academia may result from such empirical research. The study will assist HR professionals in concentrating more on those actions that boost employees' commitment to change, which is the single most important aspect for a successful change implementation.

Limitations of The Study

The framework presented in the research is based on a literature review, which is a drawback of this study because it does not entirely encompass the huge body of material available in the area of change-related HR practices. In addition, because this paper first identifies key organizational areas where HR should focus on enabling change before examining specific HR practices in each area, the change-related HR practices it identifies are also limited, and empirical research utilizing this framework would shed lighter and depth on this research. The framework could serve as a guide for empirical research, but a long-term study that focuses on actual organizational transformation could yield invaluable information regarding HR policies that support change, employee perspective, and connections to commitment to change. To some extent, this is also a shortcoming of our study. The study also admits the difficulty and constraint of locating such a company that agrees to voluntarily disclose the data because the majority of change operations are regarded as private.

References

Arthur, C.C., Hall, D.T., Lawrence, B.S.(1989). Generating New Directions in Career Theory: The Case For A Transdiciplinary Approach, Handbook of Career Theory, Cambridge, Cambridge University Press, (pp. 7-25)

Başaran, İ.E.(2000). ÖrgütselDavranış: İnsanınÜretimGücü, Ankara, FeryalMatbaası, 3. Baskı BASS, B. M., BASS, R. (2008). Handbook of Leadership: Theory, Research, and Applications, New York, Free Press

Bennett, J. L., Bush, M. W.(2009).Coaching In Organizations: Current Trends And Future Opportunities, OD Practitioner, vol 41, no 1, (pp. 2- 7).

Appelbaum,St-Pierre&Glavas.(1998).Strategicorganizationalchange:Theroleleadership,learning,motivationandproductivity.ManagementDecision,36(5),289-301.

Awal,D.,Klingler,J.,Rongione,N.,&Stumpf,S.(2006).Issuesinorganizationalculturechange: Acasestudy.JournalofOrganizationalCulture,CommunicationandConflict,10(1),79-97.

Barratt-Pugh,Bahn&Gakere.(2013).Managersaschangeagents.JournalofOrganizationalChangeManagement,26(4).

Becker,B.,&Gerhart,B.(1996).Theimpactofhumanresourcemanagementonorganizationalperformance:Progressandprospects.AcademyofManagementJournal,39(4),779-779.

Beer,M.,&Nohria,N.(2000).Crackingthecodeofchange.HarvardBusinessReview,Vol.78(3), 133-42.

Benson, G. S., & Lawler, E. E. (2003). The new workplace: A guide to the human impact of modernworking practices. (D. Holman, T. D. Wall, C. W. Clegg, & P. Sparrow, Eds.) New York: JohnWiley& Sons,Ltd.

Bordia,P.,Hobman,E.,Jones,E.,&Gallois,C.(2004).UncertaintyduringOrganizationalchange: Types,consequences,andmanagementstrategies.JournalofBusinessandPsychology,18(4),507-532.

Bowen,D.E.,&Ostroff,C.(2004).UnderstandingHRM-firmperformancelinkages:Theroleof"Strength"oftheHRMsystem.AcademyofManagementReview,29:,203-221.

Bridges,W.,&Mitchell,S.(2000).LeadingTransition:Anewmodelforchange.LeadertoLeader, 30-36.

Brisson-Banks,C.(2010).Managing change and transitions: A comparison of differentmodelsandtheircommonalities.LibraryManagement,31(4),241-252.

Brockbank,W.(1999).IfHRwerereallystrategicallyproactive:presentandfuturedirectionsinHR'scontributiontocompetitiveadvantage.HumanResourceManagement,38(4),337-352.

Budhwar,P.,Varma,A.,&Katou,A.(2009).TheroleofHRincross-bordermergersandacquisitionsthecaseofIndianpharmaceuticalsfirms.MultinationalBusinessReview,17(2),89-109.

Burke,W.W.,&Litwin,G.H.(1992).Acausalmodeloforganizationalperformanceandchange.

Volume 3 No.1 (2023)

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

JournalofManagement,18(3),523-523.

Caldwell,R.(2001).Champions,adapters,consultantsandsynergists:ThenewchangeagentsinHRM.HumanResourceManagementJournal,11(3),39-52.

Chang,E.(1999).Careercommitmentasacomplexmoderatoroforganizationalcommitmentandturnoverintention.HumanRelations,52(10),1257-1278.

Chawla,A.,&E,K.K.(2004).Predictingopennessandcommitmenttochange.Leadership&OrganizationDevelopmentJournal,25(5),485-498.

Choi&Khairuzzaman.(2012).TheHRspecialistasanagentofchange.HumanResourceManagementInternationalDigest,20(2),24-28.

Coch,L.,&French,J.J.(1953).OvercomingresistancetochangeGroupdynamics:researchandtheory.(Cartwright&A.Zander(eds.),Ed.)London:TavistockPublications.

Convey,S.(1994).Performancemeasurementincross-functionalteams.CMA,68(8),13-15.Covey,S.R.,&Gulledge,K.A.(1994).Principle-centeredleadershipandchange.TheJournalforQualityandParticipation,17(2),12.

Delery,J.E.,&Doty,D.H.(Eds.).(1996).Modesoftheorizinginstrategichumanresourcemanagement:Testsofuniversalistic,contingency,andconfigurational

performancepredictions.AcademyofManagementJournal,39(4),802-802.

Denison,D.R.,Hart,S.L.,&Kahn,J.A.(1996).Fromchimneystocross-functionalteams:Developingandvalidatingadiagnosticmodel.AcademyofManagementJournal,39(4),1005,39(4),1005.

DiFonzo,N.,&Bordia,P.(1986-1998).Ataleoftwocorporations:Managinguncertaintyduringorganizationalchange.HumanResourceManagement,37(3-4),295.

Doyle,M.(2002).Fromchangenovicetochangeexpert:Issuesoflearning,developmentandsupport.PersonnelReview,31(4),465-481.

Dutton,J.E.(1992).Themakingoforganizationalopportunities:aninterpretativepathwaytoorganizationalchange.ResearchinOrganizationBehaviour,15,195-226.

Eby,Adams,Russell,&Gaby.(2000).PerceptionsofOrganizationalReadinessforChange:FactorsRelatedtoEmployee'sReactionstoTheImplementationofTeam-basedSelling.HumanRelations,53(3),419-442.

Ellis.(2000).ThebenefitsofpartnershipforODandHR.StrategicHRReview,6(4),32-5.

Evans,P.B.,&Wurster,T.S.(1997).Strategyandtheneweconomicsofinformation.HarvardBusi

nessReview,75 (5),70-82.

Flannery,T.P.,David,A.,Hofrichter,&Paul,E.(1996).People,Performance,&Pay:DynamicCompensationforChangingOrganizations.NewYork:TheFreePress.

Ford,R.C.,&Randolp,W.A.(1992).(1992).Cross-functionalstructures:areviewandintegrationofmatrixorganizationandprojectmanagement.JournalofManagement,18(2),267-94.

Gartner,K.,&Nollen,S.(1989).Careerexperiences,perceptionsofemploymentpracticesandpsychologicalcommitmenttotheorganization.HumanRelations,42,975-91.

Giangreco,A.,&Peccei,R.(2005).Thenatureandantecedentsofmiddlemanagers'resistancetochange:evidencefromanItaliancontext.TheInternationalJournalofHumanResourcesManagement,16(10),1812-29.

Glover,J.(1993).AchievingtheorganizationalchangenecessaryforsuccessfulTQM.TheInternationalJournalofQuality&ReliabilityManagement,10(6),47.

Goodman,P.S.,&Dean,J.W.(1982).CreatingLong-TermOrganizationalChange.ChangeinOrganizations:NewPerspectivesinTheory,ResearchandPractice.(G.&.Associates,Ed.)SanFrancisco:Jossey-Bass.

Huselid.(1995).Theimpactofhumanresourcemanagementpracticesonturnover,productivity,andcorporatefinancialperformance.AcademyofManagementJournal,38(3),635-635.

Huselid,M.A.,&Becker,B.E.(1996).Methodologicalissuesincross-sectionalandpanelestimatesofthehumanresource-firmperformancelink.IndustrialRelations,35(3),400-422.

Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and strategic human resourcemanagement effectiveness as determinants of firm performance. Academy of ManagementJournal,40(1),171-188.

Ichniowski,C.,Shaw,K.,&Prennushi,G.(1994).Theeffectsofhumanresourcemanagementpracticesonproductivity.NewYork:ColumbiaUniversityGraduateSchoolofBusiness.

57.   Ichniowski,C.,Shaw,K.,&Prennushi,G.(1997).Theeffectsofhumanresourcemanagementpracticesonproductivity:Astudyofsteelfinishinglines.TheAmericanEconomicReview,87(3),291-313.

58.   Iles,P.,Mabey,C.,&Robertson,I.(1990).HRMpracticesandemployeecommitment:Possibilities,pitfallsandparadoxes.BritishJournalofManagement,147-157.

Jaarsveld,V.M.(2005).Blackeconomicempowermentandskillsdevelopment:Asuccessinmanyways.SouthAfricaMercantile,261.

Janet,T.P.,Cadwallader,S.,&Busch,P.(2008).Wantto,needto,oughtto:Employeecommitment

Volume 3 No.1 (2023)

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

toorganizationalchange.JournalofOrganizationalChangeManagement,21(1),32-52.

Jaros,S.J.(1995).AnassessmentofMeyerandAllen's(1991)three-componentmodeloforganizationalcommitmentandturnoverintentions.AcademyofManagementJournal,317-317.

Judge,T.,Higgins,C.,Thoresen,C.,&Barrick,M.(1999).Thebigfivepersonalitytraits,generalmentalability,andcareersuccessacrossthelifespan.PersonnelPsychology,52,621–652.

Kalyani,M.,&Sahoo,M.P.(Eds.).(2011).Humanresourcestrategy:Atoolofmanagingchangefororganizationalexcellence.InternationalJournalofBusinessandManagement,6(8),280-286.

Kanter,R.M.(1985).ManagingtheHumanSideofChange.ManagementReview,52–56.

Karimi,J.,Somers,T.M.,&Gupta,Y.P.(2001).Impactofinformationtechnologymanagementpracticesoncustomerservice.JournalofManagementInformationSystems,17(4).

Klaus,L.A.(1997).Minimizeemployeeresistancetochangebyfocusingonhumanside.QualityProgress,30(12),12.

Kotter,J.(1995).Leadingchange:Whytransformationeffortsfail.:59-67.HarvardBusinessReview,73,59-67.

Kotter,J.(1995).Leadingchange:whytransformationaleffortsfail.HarvardBusinessReview,59-67.

Kreitner,R.,&Kinicki,A.(2004).OrganizationalBehaviour(Vol.6).NewYork:McGraw-Hill.Kumar,D.M.,&Pandya,S.(2012).LeveragingtechnologytowardsHRexcellence.Information

ManagementandBusinessReview,4(3),205-216.

Kumar,R.R.,&Kamalanabhan,T.J.(2005).Theroleofpersonalityfactorsincopingwithorganizationalchange.TheInternationalJournalofOrganisationalAnalysis,13(2),175-92.

Lau,C.,&Woodman,R.W.(1995).Understandingorganizationalchange:Aschematicperspective.

AcademyofManagementJournal,38(2),537.

Lawler,E.E.,&Mohrman,S.(2003).HRasastrategicpartner:Whatdoesittaketomakeithappen?HumanResourcePlanning,26(3),15-29.

Leverick,F.,Littler,D.,Bruce,M.,&Wilso.(1998).Usinginformationtechnologyeffectively:astudyofmarketinginstallations.JournalofMarketingManagement,14(8),927-62.

Lewis,L.K.,&Seibold,D.R.(1993).Innovationmodificationduringintraorganizationaladoption.

AcademyofManagementReview,18,322-354.

Liebowitz,J.(2010).TheroleofHRinachievingasustainabilityculture.JournalofSustainableDevelopment,3(4),50-57.

Loi,R.,Hang-yue,N.,&Foley,S.(2006).Linkingemployees'justiceperceptionstoorganizationalcommitmentandintentiontoleave:Themediatingroleofperceivedorganizationalsupport.JournalofOccupationalandOrganizationalPsychology,79(1).

MacDuffie,J.P.(1995).Humanresourcebundlesandmanufacturingperformance:organizationallogicandflexibleproductionsystemsintheworldautoindustry.IndustrialandLaborRelationsReview,48(2),197-221.

Macey,W.H.,&Schneider,B.(2008).TheMeaningofEmployeeEngagement.IndustrialandOrganizationalPsychology,3-30.

Martin,A.J.,Jones,E.S.,&Callan,V.J.(2006).Statusdifferencesinemployeeadjustmentduringorganizationalchange.JournalofManagerialPsychology,21(1),145-162.

Mat,N.,&Jantan,M.(2009).Trustandcoordinationincross-functionalnewproductdevelopment(NPD)teamsandtheeffectsonnewproductdevelopmentperformance:TheMalaysianperspective.InternationalJournalofManagementandInnovation,1(2),72-90.

Meyer,J.P.andAllen,N.J.(1997).CommitmentintheWorkplace,SagePublications,SanFrancisco,CA.

Meyer,J.P.,&Smith,C.A.(2000).HRMpracticesandorganizationalcommitment:Testofamediationmodel.CanadianJournalofAdministrativeSciences,17(4),319-331.

Meyer,J.P.,Allen,N.J.,&Smith,C.A.(1993).Commitmenttoorganizationsandoccupations:Extension and.JournalofAppliedPsychology,78(4),538-538.

Meyer,J.P.,Gregory,I.P.,&Allen,N.J.(1998).Examinationofthecombinedeffectsofworkvalues and early work experienceson organizational commitment.JournalofOrganizationalBehavior(1986-1998),19(1),29-29

Meyer,J.P.,Hecht,T.D.,Gill,H.,&Toplonytsky,L.(2010).Person-organization(culture)fitandemployeecommitmentunderconditionsoforganizationalchange:Alongitudinalstudy.

JournalofVocationalBehaviour,76(3),458.

Meyer,J.P.,Paunonen,S.V.,Gellatly,I.R.,Goffin,R.D.,&Jackson,D.N.(1989).Organizationalc

ommitmentandjobperformance:It'sthenat.JournalofAppliedPsychology,74(1),152-152.

Meyer,J.P.,Srinivas,E.S.,Lal,J.B.,&Topolyntsky,L.(2007).Employeecommitmentandsupportforanorganizationalchange:Testofthethree-componentmodelintwocultures.JournalofOccupationalandOrganizationalPsychology,80(2),185.

Murdoch,A.(1997).Humanre-engineering.ManagementToday,6-9.

Nadler,D.A.,Cammann,C.,&Mirvis,P.H.(1980).DevelopingaFeedbackSystemforScience,41-62.

Ogilvie,J.R.,&Stork,D.(2003).StartingtheHRandchangeconversationwithhistory.JournalofOrganizationalChangeManagement,16.

Oreg,S.(2006).Personality,context,andresistancetoorganizationalchange.EuropeanJournalofWorkandOrganizationalPsychology,15(1).

Pater,R.(.(2011).Leveragingleadership:Makingthemostfromtheleast.ProfessionalSafety,56(4),55-57.

Peccei,R.,Giangreco,A.,&Sebastiano,A.(2011).Theroleoforganisationalcommitmentintheanalysisofresistancetochange.PersonnelReview,40(2),185-204.

Pfeffer,J.(1994).CompetitiveAdvantagethroughpeople:UnleashingthePoweroftheWorkForce.

Boston:HarvardBusinessSchoolPress.

Pfeffer,J.(1998).Thehumanequation:Buildingprofitsbyputtingpeoplefirst.Boston:HarvardBusinessSchoolPress.

Poon,I.,&Rowley,C.(2010).ChangeinAsiaareviewofmanagementtheoryandresearchrelatedtohumanresources.AsiaPacificBusinessReview,16,591-607.

Rizvi,Y.(2010).HumancapitaldevelopmentroleofHRduringmergersandacquisitions.TheSouthEastAsianJournalofManagement,4(1),17-28

Rees,C.(2008).Organizationdevelopmentinthe21stcenturyinWankelHandbookof21stcenturymanagement.New York:Sage.

Rees,&Johari.(2010).Seniormanagers'perceptionsoftheHRMfunctionduringtimesofstrategicorganizationalchange,CasestudyevidencefromapublicsectorbankinginstitutioninMalaysia.JournalofOrganizationalChangeManagement,22(5),517-536.

Robbins,S.,Sanghi,S.,&Judge,T.(2009).OrganizationalBehaviour:Concept,featuresandimpo

rtance(Vol.13).PearsonEducation.

Ruona, & Gibson. (2004). The making of twenty-first century HR: an analysis of the convergence ofHRM,HRD andOD.HumanResourceManagement,43(1),49-66.

Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service inbanks:replicationandextension.JournalofAppliedPsychology,70,423-33.

Schweiger,D.M.,&Denisi,A.S.(1991).Communicationwithemployeesfollowingamerger:Alongitudinalfieldexperiment.AcademyofManagementJournal,34(1),110.

Shore,L.M.,Barksdale,K.,&Shore,T.H.(1995).Managerialperceptionsofemployeecommitmenttotheorganization.AcademyofManagementJournal,38(6),1593-1593.

Sudha, S., & Sudha, T. (2013). Gender and the Challenges for Equal Property Rights–A Study of Cuddalore District, Tamilnadu. *Language in India*, *13*(7).

Reshi, I. A., & Sudha, T. (2021). Self-Help Group movement has made great strides in the fields of women empowerment. *Turkish Online Journal of Qualitative Inquiry*, *12*(7).

Reshi, I. A., & Sudha, T. (2023). Women's Economic Involvement and Self-Help Groups in the Pulwama District of Jammu and Kashmir. *MORFAI JOURNAL*, *2*(4), 872-882.

Reshi, I. A. (2023). WOMEN'S SELF-HELP GROUPS-ROLE IN POVERTY NEXUS AND EMPOWERMENT. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, *3*(1), 79-84.

Reshi, I. A. (2023). COVID-19 Pandemic and Teaching and Learning: A Literature Review. *MORFAI JOURNAL*, *2*(4), 820-826.

Dar, S. A., Muthukumar, J., & Reshi, I. A. (2023). KASHMIRI WOMEN AS THE AGENT OF CLIMAT CHANGE. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, *3*(1), 213-216.

KHAN, M. R., RESHI, I. A., & RAJA, R. (2023). PUBLIC PROVISION IN WATER AND SANITATION: AN INTER DISTRICT STUDY OF URBAN SLUMS IN JAMMU AND KASHMIR. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, *3*(2), 316-326.

Teresa&Kilmann.(1990).Participantperceptionsofpositiveandnegativeinfluencesonlarge-scalechange.Group&OrganizationStudies(1986-1998),15(2),233

Tiong.(2005).1.MaximizingHumanResourcepotentialinthemidstoforganisationalchange.

SingaporeManagementReview,27(2).

Ulrich,D.,Brockbank,W.,Arthur,K.Y.,&Dale,G.L.(1995).Humanresourcecompetencies:Anempiricalassessment.HumanResourceManagement,34(4),116.Walker,J.(1992).Human ResourceStrategy.NewYork:McGraw-Hill.

Wanberg.,&Banas.(2000).PredictorsandOutcomesofOpennesstoChangesinaReorganizingW

HRM Practiceson Employee Perception and Its Effect on Organizational Commitment
Dr. Aajaz Ahmad Hajam, Alphonsa S John

orkplace.JournalofAppliedPsychology,85(1),132-142