Literature Review

Guest D. E. (2011) conclusion from this paper is after 20 years of HRMJ, there is a lot of ground cleaning and investigation factors on HRM practices and performance. Also may be risk of neglecting some issues, challenges in favor of abstracted empiricism. Instead of hundreds of studies there is not a confidence to say “Good HRM has an impact on organization performance.”

Hasan Arslan et.al, (2013) research in this paper is to examine of faculty members whether HR operations were adopting value added strategies or not. The results in this paper indicate that value-added role model requires redefinition of HR roles, practices, adaptation of new approaches and competencies in HEIs. This study conducted on teaching staff in Canakkale Onsekiz Mart University.

Sri E. Sreenivasulu (2013) this paper stated that to judge a country level and personnel level of economic prosperity, economic compositeness is normally seen as a valid index. High-quality education returns justified by insistent need in large employment productivity and increase economic growth. Education classification details in formal, informal and milieu given. Also three central ideas for economic development in the quality of public institutions, technology, core, non-core innovators, and technological advance highlighted.

Abubakar Tabiu (2013) this paper suggested that to move with time, continuous constant review of HRM practices for organizations is necessary. Study examines effects of HRM practices on employees in Usmanu Danfodiyo University, Sokoto. Effective HRM practices enable employees to contribute effectively and productively for achievement of organizations goals and objectives.

Ingmar Björkman et. al. (2014) Authors suggested that researchers require shifting its awareness toward a more active view of HR effort and linking further to routine in economic growth. Paper provides overview of SAP literature and overview of how it deals with practices, practitioners, and praxis. This paper provides impression of strategy as role, practice and reviews
how survey deals with HRM. It states how HR educators are more powerful, influential, effective, leading organizational agents. Also focused on what are short-term, long-term effects of activities and actions.

**M. Ravi Babu (2014)** paper stated that due to globalization HR focuses on strategic initiatives like acquisitions and mergers, succession planning, diversity, talent management, labor and industrial relations. Paper considers some challenges and key issues in HR management in the Indian context. There is a transition from ‘behind-the scenes’ to become critical differentiator in India using innovative HR practice unique selling proposition (USP).

**Gajpal Singh (2014)** paper highlighted that teacher is pivot of entire educational system and can help in national development. Teacher program should be modified and structured so that teacher can respond dynamically to new challenges in the field of education. Teacher can become self-motivated to play roles like facilitating, supporting and encouraging in teaching-learning situations.

**Dr. Chinyere Omebe (2014)** this paper equally recommended that the standard of higher education should be updated in Nigeria to meet rapid social changes in present society and fully achieve predetermined educational objectives. In the spirit of globalization computer literacy should be brought. For all categories of teachers a united salary structure should be made.

**Jolanta Jaskiene (2015)** this paper reviews on HRM practices in research performance where enhancing opportunity, motivation and skill classifications for object-oriented were revealed. This research provides hypothetical answer to the questions how to motivate for research work and what are effective HRM roles, practices to implement all and what are results after implementation.

**Simon L. Albrecht et. al. (2015)** this research is to argue to support job demands, resources, organizational demands and psychological experiences of safety, employee engagement, organizational performance and competitive advantage. HRM practitioners need to embed
engagement in selection of employee, socialization, performance management, training and development.

Nicole Richman (2015) gave importance of human resource management and human resource development to organizational leadership. Research examined that there is close association between skills achieved through an efficient association of HRM, HR Development and attributes of HPO. HR Development is variable and an evolutionary set of activities and actions to drive necessary behaviors to workplace environment.

Dr. Anuj Kumar et. al, (2015) Structure of Indian Higher Education structure with three principle levels of qualification graduation level, post-graduation level, doctoral degree and composition, key regulator, Accreditation bodies, key players is given. As younger generations required being equipped with new skills, knowledge and ideas, there is huge demand and great diversification in higher education.

Dr. K. Kamar Jahan et.al (2015) this paper holds awareness of many issues to be taken care by stakeholders in global as well as national levels. Study throws a gainful insight on enrollment aspects and financing schemes of higher education. The key initiatives from government side provide comprehensive solution to challenges like enrolment, demand-supply gap, privatization. Accordingly high standards of education has to maintain with developments in the field of technology and knowledge.

Dr. S.A. Menon (2015) this paper outlines development of HRM that has to play crucial role in institutions of higher learning and from an administrative function to strategic one. It highlights the need for complete revamp of HR functions of placement, recruitment, employee relations, appraisal, training and compensation. To undertake crucial human resource functions specialized people can be employed if state funded universities restructure themselves. It is important that employees have one department to contact and deal with their issues.

Shashil Sharma, P.S. (2015) this paper includes key challenges in higher education system and some initiatives taken by government to overcome these challenges. To provide higher education
in research, to improve teaching pedagogy and to empower youth for self sustainability is role of higher education. This is necessary for social cohesion and to take care of economic growth.

**Nafiseh Rafiei and Fereshte Davari (2015)** this paper shows impact of development programs, targeted workshops and role of employees, education experts in recreating HRM in HEI. Paper highlighted effective index of teaching before and after workshop, difference between regulations and knowledge of laws on indicators: teaching methods, behavioral patterns, planning, rules, regulations and evaluation of students. Results show that In-service training courses leads people to use administrative regulations.

**Tabiu A. et. al. (2016)** in this paper findings revealed that HRM practices has positive influence on employee performance in three dimensions like contextual, task and adaptive performance. But other HRM practices like employee selection, recruitment and involvement not considered. Also participants are from local government not federal, state government.

**Alwiya Allui and Jolly Sahni (2016)** this paper focused on 6 practices of SHRM: selection of staffing/recruitment, staff training/development, compensation, performance appraisal/ rewards, strategic alignment and retention plans. It shows process needs effective attention and that if staffs are expatriate workers, compensation system and performance appraisal does not guarantee staff with highly motivation. With results of this paper future survey and research can include more universities from the sectors both public and private. Also research, publication can include moderating variables such as labour market with countries, organization climate, university culture, regulatory and legal environment.

**Raed Abu Teir and Ren Qian Zhang (2016)** research proposes model for HRM in higher education and investigates realization in HEI in Palestine. Survey included 8 basic roles of HR practices, including several tasks and models to fit in education system. Strategies, practices and plans for effective HRM should be revisited with the focus to increase the quality of higher educational services, research and therefore contributing to overall national growth.
Y.A. Sheikh (2017) papers aim is to highlight and point out the challenges and opportunities in higher education system in India. As India provides skilled people to other countries it is easy to transfer from developing to developed nation for India. There is urgent need to relook equity and access, relevance, quality standards, infrastructure, responsiveness and financial resources.

Tommaso Agasisti (2017) this paper focused on continuous cycle of innovation, knowledge transfer and interaction between research, socio-economic development, academia, external stakeholders. Tertiary education and management is attempt highlighted in paper to contribute towards extension of literature on HEIs efficiency. Discussions and findings in this paper are informative and useful for practitioners, scholars and policy-makers.

Yamima Dauda and Gurmail Singh (2017) study in this paper aims at HRM procedures in HEIs. To maintain, improve and sustain quality in academics there can be revision of integrating HRM practices in tertiary academic establishments. Research aimed at identifying flexible HRM framework will lead to academic excellence in higher education.

Bos-Nehles et.al., (2017) Paper highlighted KIPSO requires innovations to ensure long-term survival. Employees innovative work behavior defined development, adoption and implementation of new ideas. Organizations in education system with employees pooled of well educated, motivated, enthusiastic and intentional employees with support and encouragement for incremental, additional innovations during safety and continuous knowledge sharing is very useful.

Lito D. Liovigildo, et.al, (2017), random sampling technique is employed in this study. There is a trivial relationship between responsibilities of HR administration and profile of respondents. There is a contribution of employee profile in HRM, also evaluation of employee’s direct, indirect performance, opportunities to develop work effectiveness. It is highlighted that higher institution should organize opportunities by giving orientation on rules and policies to employees.
Jie Shen, et.al. (2018) this paper focuses on multilevel modeling to advance human resource management scholarship. It includes empirical and theoretical realities estimating through complex HRM models and predicting effect. Papers concluded with multilevel modeling estimates accurately organizational and employee consequences of HRM practices.

D. M. Hervie, (2018) paper highlighted pedagogy, andragogy and teacher’s performance, educational infrastructure and teachers performance, rewards and teachers performance which shows that training and development forms integral part of HRM and benefited for better performance of students.

Emily Nyanchama Ayega and Stephen Muathe (2018) this paper evaluates that organizations should update and manage cultural diversity to achieve competitive performance. Organization traditions, area, HR roles, practices, nature of dealing and work strategies varies from one company to another and demographic profiles affect performance of employee. This paper concluded as a strong relationship between traditional diversity within organization and its performance.

Laura Parks-Leduc et.al. (2018) proposed that higher education regions and areas with major professional HRM organizations offer greater percentage of HR concentrations. It is shown with comparison that encouraging curriculum similarity, there can be conflicts, misunderstandings with recent marketing schemes in higher edification organization currently. It is proposed through Society for HR Management (SHRM) and Chartered Institute of Personnel Development (CIPD) that universities, organizations can carry on to differentiate while moving towards greater consistency in curriculum choices.

Katarzyna S-Rudzka (2018) this paper highlighted human resource management in Polish higher education institutions. HEIs there still require improvement in management, motivation, remuneration, development and evaluation. It requires reliable development of its vision, mission, strategies and SWOT analysis. It has been suggested that inclusion of research and intelligent employees in management process through participatory management style contribute to developing, processing, improving personnel function.
Jorrit v Mierlo, (2018) in this paper it is challenged that current scenario on HRM implementation is static and one dimensional, it needs to inscribed into interpretive schemes of organizational employees. A comprehensive model developed that assists in implementation and perceptive process of HRM achievement. To make organization victorious it is required to pay awareness to desires of employees and then analyze how it affects to way up organization.

Lesly Huxley and Valerie Hall (2006) this paper gives survey of how small size exploration of HR management affects in previous and current universities where some contrasts are noted. For study both universities forced into problems related to grant and developing a market position i.e. pragmatic solution to problems. It describes extend to which there is impact on HEIs of the principles and practices of HRM. Further research can be there for HR strategies in HE which are properly in line with their mission statements and institutional aims.