

A STUDY OF HUMAN RESOURCE MANAGEMENT PRACTICES OF THE MIZORAM SYNOD

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Abstract

HRM is the process of managing people of an organization with a human approach. Human resources approach to man power enables the manager to view the people as an important resource. Mizoram Synod has 18 Boards/Committees/ Departments to handle and manage different works of the Synod. Interview and questionnaire method were made use of; where the main objective of this study is to evaluate the various Human Resource Management practices carried out by the Mizoram Synod. There are 32 respondents where 17 are male and 15 are female comprising mainly of the age group 30 – 40 years. Among the respondents, majority of them are Graduates having 5 – 10 years of working experience in the Mizoram Synod. Majority of the respondents did not receive regular training and thus feel the need for training. Most of the employees are not satisfied with the training procedure they had received and are not satisfied with the time duration of the training so provided and rate their training system 'below average'.

1. INTRODUCTION

1.1. Human Resource Management – A Concept

According to Flippo, "Human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance, and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished."

Human resource management is a complicated area as it deals with human beings involving variety of tasks and activities. A wide range of issues covering man power planning, recruitment, personnel, profession, human resource accounting, training and development, human relations in the organization etc., are dealt by human resource management wing of management. HRM is the process of managing people of an organization with a human approach. Human resources approach to man power enables the manager to view the people as an important resource. It is the approach through which organization can utilize the manpower not only for the benefits of the organization but for the growth, development and self satisfaction of the concerned people. Thus, Human Resource Management is a system that focuses on human resources development on one hand and effective management of people on the other hand so that people will enjoy human dignity in their employment. HRM aims at obtaining capable people for achieving the objectives of the organization and for ensuring that their efforts are utilized effectively. As the success of any organization largely depends upon the quality of its personnel and the extent to which they are motivated, personnel management acquires special significance in an enterprise.

1.2. The Mizoram Synod

The Mizoram Synod, having its headquarters at Aizawl, the capital of Mizoram State, is one of the constituent bodies of the General Assembly of the Presbyterian Church of India. The administrative set up of the Mizoram Synod is via the local church, Pastorate and Presbyteries, each having their local authority, however, the Synod being the apex authority. The financial operation, the personnel matters, the administration, management and the execution of works of the Church are all directly or indirectly supervised and controlled by the Synod.

Mizoram Synod has 18 Boards/Committees/ Departments to handle and manage different works of the Synod. Among them, the Synod Executive Committee is the highest decision making body under the Synod and there are 15 Sub-Committees under SEC. The SEC exercises the functions of the Synod in respect of routine matters and to dispose of matters which cannot be postponed until the next regular meeting of the Synod.

Financially, the Mizoram Synod is self-supporting without any foreign funds. Its annual income is around two forty three crore and the main source being the tithe from all the members. On the average, the yearly income received towards Pastoral ministry is one fifty crore and eighty crore for mission ministry. Apart from this, around thirteen crore is received from the selling of a handful of rice (i.e. Buhfaitham) set aside by every house under the local churches.

The Mizoram Synod plays an active role in the socio-economic development of the people in particular and the state in general through medical ministry, school ministry and crafts. It promotes community health, education and skill development respectively, in response to the plight of the less fortunate people within and outside the state.

It runs two hospitals viz. Synod Hospital, Durtlang which is the second largest hospital in the state and the John Williams Hospital at Lunglei. The Mizoram Synod run hospitals are known for their nursing care, and especially, for their outstanding practice of giving financial assistance to poor patients.

1.3. Mizoram Synod at a glance		(2017	–	2018)
i)	Presbyteries	–	49	
ii)	Pastorates	–	288	
iii)	Churches	–	1,097	
iv)	Branch churches	–	134	
v)	Preaching Station/Fellowship	–	568	
vi)	Ordained Ministers	–	560	
vii)	Probationary Pastors	–	66	
viii)	Ordained Elders	–	5,159	
ix)	People in the Church	–	5,94,457	

(Source: Synod Year Book, 2018)

The Mizoram Synod runs academic institutions such as: Aizawl Theological College, Missionary Training College, Synod Higher Secondary School, Presbyterian Girls' School, Presbyterian Bible School and Presbyterian Hindi Bible School. There are vocational training institutes such as: Synod Multipurpose Training Centre, Mission Development Training Centre and Women Centre.

It also cares for the life and welfare of the students, faculty and staff of the educational institutions. It seeks to empower students, faculty, and administrators in order to manifest God within their respective environment, society, community and the Church and to assist them regardless of creed, to become knowledgeable, committed, and loyal to the Government.

The Mizoram Synod takes initiative in moral reforms, preserving our environment and uplifting the poverty-stricken people. It gives political education to the people, gives awareness about global warming, provide training for unskilled workers. It also engages in prison ministry to help and to guide the prisoners to walk in the right path. Apart from this, it also runs Family Guidance and Counseling Centre in different places to counsel and help those who have problems in their lives.

Furthermore, it strives for the recovery and rehabilitation of people with drugs or alcohol addiction and HIV/AIDS patients. It runs a rehabilitation center (viz. the Synod Rescue Home) for substance abuse and Grace Home for HIV/AIDS patients.

It also cares for the marginalized people and has a well-furnished and equipped orphanage home (viz. Synod Hmangaihna In) as well as old age recreation center.

2. RESEARCH METHODOLOGY

2.1. Significance and Scope of the Study

The present research was confined to Human Resource Management of the Mizoram Synod. The study focused from the standpoint of the executives as well as the employees. The scope of Human Resource Management is, indeed, very vast and wide. It includes all activities starting from manpower planning till an employee leaves the organization. Accordingly, the scope of the study covers the implementation and examination of selected human resource practices - training and development, promotion policy and practices in the Mizoram Synod.

As such, the findings and suggestions given by this study can help the policy planners and the human resource management department of the Mizoram Synod in the future.

2.2. Review of Literature

Gopalakrishnan (2012) conducted a study which aims to study the common issue that influence the effectiveness and efficiency of a human resource management in an organization. The study comes into

conclusion that HR practitioners have to equip themselves with all the appropriate requirements to be able to pick the best individuals from diverse background, qualifications, speciality and fields according to the job description and specification that is required of the jobs in the organization.

Vermeeren et al., (2014) in their study entitled “HRM and its effect on employee, organizational and financial outcomes in health care organizations”. Data were collected using questionnaire and were surveyed using stratified sampling. The study found out that HR practices are directly and indirectly linked to all the three outcomes. The use of HR practices is related to improved financial outcomes (measure: net margin), organizational outcomes (measure : client satisfaction) and HR outcomes (measure : sickness absence).

Qehaja and Kutllavci (2015) undertook a research based on primary data collected by questionnaire survey, investigating the role of HR in providing competitive advantages in distribution firms. They come into conclusion that high efficiency of human resources related to firms’ high performance. Therefore, for firms to have competitive advantage, they should focus on turning talents into a source of competitive advantage.

2.3. Research Design

2.3.1. Statement of the Problem

Due to ever growing demand for manpower, the human resource department in any organization faces never ending pressure to attract, retain and motivate the best in the organization. Satisfied employees are true “brand ambassadors” of the organization which shapes its image among the potential employees in the job industry. Human resources are affected by sentiments, encouraged through motivation and can direct and manipulate all physical and tangible assets to help achieve the objectives of an organization. Hence organization needs to formulate best strategies for its human resources and facilitate in achievement of organizational objectives.

The present study focused on the various human resources management practices in the Mizoram Synod. Interview and questionnaire method were made use of, in order to understand the practice and find out whether there is any flaw in the current practices carried by the Mizoram Synod. Necessary suggestions have also been provided for its further improvement.

2.3.2. Objectives of the Study

The objectives of the study are:

- 1) To evaluate the employee training and development related programmes and practices in the Mizoram Synod.
- 2) To study the promotion policy and practices in the Mizoram Synod.
- 3) To offer suggestions if any, based on the findings of the study for the prospects of employees and for the development of the Mizoram Synod.

2.3.3. Hypotheses

Following hypotheses are generated in order to support the stated objectives:

H1: There is significant relationship between gender and satisfaction on training procedure.

H2: There is significant relationship between gender and satisfaction on promotion practice.

H3: There is significant relationship between gender and system used in assessment of promotion due.

2.3.4. Sampling

The Mizoram Synod office consists of 15 different departments, viz., Youth Fellowship, Family Guidance & Counselling Centre, Presbyterian Bible School, Presbyterian Communications, Synod Womens Fellowship, Synod Archives, Synod Social Front, Synod Literature & Publication Board, Synod Hospital, Synod Information & Publicity, Synod Multipurpose Training Centre, Synod Mission Board and other sub-committees. Questionnaire was prepared and personally administered to the employees and executives of these departments. The sample size consists of 32 respondents. These respondents were selected randomly based on the number of employees available in each department. Thus, stratified random sampling has been made use of.

2.3.5. Data Collection

Within the framework of the study and the objectives mentioned above, a detailed and micro level study was carried out on Human Resource Management practices, in the Mizoram Synod Office, Mission Veng, Aizawl as a sample organization for analysis.

For the purpose of this study, primary data was used. The primary data comprised of a structured questionnaire. These structured questions take the form of a questionnaire where the selected samples of the Mizoram Synod office were asked to fill out a form on how they perceived various aspects of human resource practices of the selected organization.

3.1. DATA ANALYSIS AND INTERPRETATION

3.1. Gender of the respondent

Table 3.1 Gender of the Respondent

Gender	Frequency	Percent
Male	17	53.1
Female	15	46.9
Total	32	100.0

(Source: Primary data)

The above table shows that majority of the respondents are Male (53.1 per cent) and 46.9 per cent are Female.

3.2 Age of the Respondent

Table 3.2 Age of the Respondent

Age	Frequency	Percent
Below 30 years	6	18.8
30 years to 40 years	11	34.4
41 years to 50 years	7	21.9
50 years and above	8	25.0
Total	32	100.0

(Source: Primary Data)

The above table shows that majority (34.4 per cent) of the respondents belong to the age group between 30-40 years, while the least number of respondents are below 30 years (18.8 per cent). 25 per cent of the respondents belong to 50 years and above.

3.3 Educational Qualification of the Respondent

Table 3.3 Educational Qualification of the Respondent

Edn Qualification	Frequency	Percent
12th Standard	8	25.0
Graduate	15	46.9
Post Graduate	7	21.9
Any other qualification (specify)	2	6.3
Total	32	100.0

(Source: Primary Data)

The above table shows that 46.9 per cent of the respondents are Graduates, 25 per cent are 12th Standard, 21.9 per cent are Post-Graduates and 6.3 per cent of the respondents are Matriculate.

3.4. Work Experience in the Mizoram Synod

Table 3.4 Work experience in the Mizoram Synod

Work Experience	Frequency	Percent
Less than 5 years	9	28.1
5 years to 10 years	13	40.6
11 years to 15 years	2	6.3
16 years to 20 years	2	6.3
20 years and above	6	18.8
Total	32	100.0

(Source: Primary Data)

The above table shows that majority of the respondents (40.6 per cent) have 5-10 years work experience under the Mizoram Synod. The least percent accounts for 11 to 15 years and 16 to 20 years work experience.

3.5. Regular Training

Table 3.5 Does the Mizoram Synod provide you regular training?

Regular Training	Frequency	Percent
No	28	87.5
Yes	4	12.5
Total	32	100.0

(Source: Primary Data)

On being asked whether they received regular training, 87.5 per cent of the respondents said they did not receive regular training while only 12.5 per cent of the respondents replied that they received regular training.

3.6. Training for development of the Mizoram Synod

Table 3.6 Do you feel training is necessary for development of the Mizoram Synod?

Training for development	Frequency	Percent
No	2	6.3
Yes	30	93.8
Total	32	100.0

(Source: Primary Data)

The above table shows that 93.8 per cent of the respondents felt the need for training while 6.3 per cent did not feel the need for training.

3.7. Organization of Training

Table 3.7 When is training organized?

Training organized	Frequency	Percent
After 2 years	28	87.5
Missing	4	12.5
Total	32	100.0

(Source: Primary Data)

The above table shows that 87.5 per cent of the respondents undergo training after 2 years. The missing value of 12.5 per cent accounts for those employees who have not attended any kind of training since they joined the Mizoram Synod.

3.8. Number of trainings attended in the Mizoram Synod

Table 3.8 How many training have you attended in your organizational life of the Mizoram Synod?

Training attend	Frequency	Percent
More than 5 times	1	3.1
More than 3 times	2	6.3
Less than 2 times	29	90.6
Total	32	100.0

(Source: Primary Data)

The above table shows that 90.6 per cent of the respondents have attended training less than 2 times in their organizational life while only 3.1 per cent of the respondents have attended training more than 5 times in their organizational life of the Mizoram Synod. Here, those employees who have not yet attended any training since their employment have also marked at the category 'less than 2 times'.

3.9. Most suitable technique for training

Table 3.9 What according to you is the most suitable technique for training?

Technique for training	Frequency	Percent
On-the-Job Training	8	25.0
Off-the-Job Training	4	12.5
Depend on need	20	62.5
Total	32	100.0

(Source: Primary Data)

The above table shows that 62.5 per cent of the respondents feel training depends on the need, while 25 per cent of the respondents opt for on-the-job training and 12.5 per cent of the respondents opt for off-the-job training technique.

3.10. Most suitable method for training

Table 3.10 What according to you is the most suitable method for training?

Training method	Frequency	Percent
Step by Step Instruction	17	53.1
Coaching/Lecture	4	12.5
Conference/Discussions	10	31.3
Programmed Instructions	1	3.1
Total	32	100.0

(Source: Primary Data)

The above table shows that majority of the respondents (53.1 per cent) feel that step-by-step instruction is the most suitable method for training, while only 3.1 per cent of the respondents opt for programmed instructions.

3.11. Type of training received

Table 3.11 What type of training did you receive?

Type of training	Frequency	Percent
On-the-job	22	68.8
Off-the-job	6	18.8
Total	28	87.5
Missing 99	4	12.5
Total	32	100.0

(Source: Primary Data)

Among the 28 employees who have received training, 68.8 per cent of the respondents received on-the-job training while 18.8 per cent of the respondents received off-the-job training.

3.12. Changes in working efficiency after being trained

Table 3.12 Do you experience fruitful changes in working efficiency after being trained?

Changes after being trained	Frequency	Percent
No	6	18.8
Yes	22	68.8
Total	28	87.5
Missing 99	4	12.5
Total	32	100.0

(Source: Primary Data)

Among the 28 employees who received training, 68.8 per cent opined that they experience fruitful changes after being trained while 18.8 per cent of the respondents did not experience changes.

3.13. Improved performance

Table 3.13 Do you think training improve performance?

Improve performance	Frequency	Percent
No	2	6.3
Yes	30	93.8
Total	32	100.0

(Source: Primary Data)

The above table shows that 93.8 per cent of the respondents believe that training improves performance while 6.3 per cent did not believe that training improve performance.

3.14. Satisfaction with the training procedure

Table 3.14 Are you satisfied with the training procedure you have experienced?

Satisfaction with procedure	Frequency	Percent
No	19	59.4
Yes	13	40.6
Total	32	100.0

(Source: Primary Data)

The above table shows that 59.4 per cent of the respondents are not satisfied with the training procedure they had received while 40.6 per cent of the respondents are satisfied with the training procedure they received.

3.15. Duration of training

Table 3.15 Do you think the time duration of the training is sufficient?

Duration of training	Frequency	Percent
No	20	62.5
Yes	12	37.5
Total	32	100.0

(Source: Primary Data)

The above table shows that 62.5 per cent of the respondents are not satisfied with the time duration of the training so provided while 37.5 per cent of the respondents are satisfied.

3.16. Opinion about the present training system

Table 3.16 What is your opinion about the present training system?

Opinion on system	Frequency	Percent
Below average	16	50.0
Average	6	18.8
Good	10	31.3
Total	32	100.0

(Source: Primary Data)

The above table shows that 50 per cent of the respondents feel that the present training system in the Mizoram Synod is below average, while 31.3 per cent of the respondents feel it is good enough.

3.17. Promotion policy

Table 3.17 Does the Mizoram Synod have a formal promotion policy?

Promotion policy	Frequency	Percent
No	4	12.5
Yes	28	87.5
Total	32	100.0

(Source: Primary Data)

The above table shows that 87.5 per cent of the respondents believe that the Mizoram Synod has a formal promotion policy, while 12.5 per cent of the respondents feel that there is no formal promotion policy.

3.18. Basis of promotion

Table 3.18 What is the basis of promotion?

Basis of promotion	Frequency	Percent
Merit	1	3.1
Seniority	29	90.6
Performance	2	6.3
Total	32	100.0

(Source: Primary Data)

The above table shows that 90.6 per cent of the respondents feel that the basis of promotion is based on seniority while 3.1 per cent of the respondents feel that the basis of promotion is based on merit.

3.19. Promotion in Mizoram Synod

Table 3.19 Have you ever been promoted in your organization?

Promotion in MS	Frequency	Percent
No	22	68.8
Yes	10	31.3
Total	32	100.0

(Source: Primary Data)

The above table shows that 68.8 per cent of the respondents have not been promoted while 31.3 per cent of the respondents have been promoted in their organization.

3.20. Opinion on promotion system

Table 3.20 What do you think of the promotion system?

Promotion system	Frequency	Percent
Not sure	20	62.5
Appropriate	12	37.5
Total	32	100.0

(Source: Primary Data)

The above table shows that 62.5 per cent of the respondents are not sure about the promotion system in their organization while 37.5 per cent of the respondents felt it appropriate.

3.21. Outcome of the promotion

Table 3.21 What is the outcome of the promotion?

Outcome of promotion	Frequency	Percent
Pay increase	9	28.1
Higher rank	18	56.3
Other (specify)	5	15.6
Total	32	100.0

(Source: Primary Data)

The above table shows that majority of the respondents i.e. 56.3 per cent felt that the outcome of the promotion implies to higher rank.

3.22. Promotion whether based on knowing top management personnel in the organization

Table 3.22 Do you think promotion in the Mizoram Synod is based on knowing top management personnel in the organization?

Promotion based on top management	Frequency	Percent
Strongly disagree	3	9.4
Disagree	14	43.8
Neutral	10	31.3
Agree	5	15.6
Total	32	100.0

(Source: Primary Data)

The above table shows that 43.8 per cent of the respondents disagree with the statement 'promotion in the Mizoram Synod is based on knowing top management personnel in the organization', while 15.6 per cent of the respondents agree to the statement.

3.23. Satisfaction level on promotion in the Mizoram Synod

Table 3.23 Are you satisfied with the practice of promotion in the Mizoram Synod?

Satisfaction level on promotion	Frequency	Percent
Somewhat dissatisfied	3	9.4
Neutral	8	25.0
Somewhat satisfied	11	34.4
Very satisfied	10	31.3
Total	32	100.0

(Source: Primary Data)

The above table shows that 34.4 per cent of the respondents are somewhat satisfied with the practice of the promotion system in the Mizoram Synod, 31.3 per cent of the respondents are very satisfied while 9.4 per cent of the respondents are somewhat dissatisfied with the practice of promotion.

3.24. Satisfaction with promotional policies

Table 3.24 Where will you gauge your satisfaction level in relation to promotional policies available in your organization?

Promotional policies	Frequency	Percent
Very low	2	6.3
Somewhat low	4	12.5
Neutral	16	50.0
Somewhat high	7	21.9
Very high	3	9.4
Total	32	100.0

(Source: Primary Data)

The above table shows that 50 per cent of the respondents have no idea about their promotional policies while 6.3 per cent of the respondents have a very low level of satisfaction in relation to promotional policies available in their organization.

3.25. Satisfaction with the assessment of person's due for promotion

Table 3.25 Are you satisfied with the system used in assessing who is due for promotion at the work place?

Assessing due for promotion	Frequency	Percent
Somewhat dissatisfied	4	12.5
Neutral	8	25.0
Somewhat satisfied	15	46.9
Very satisfied	5	15.6
Total	32	100.0

(Source: Primary Data)

The above table shows that 46.9 per cent of the respondents are somewhat satisfied with the system used in assessing who is due for promotion at the work place, while 12.5 per cent of the respondents are somewhat dissatisfied.

3.26 Hypotheses Testing

Results of the hypotheses analysis are as follows:

H₁: There is significant relationship between gender and satisfaction on training procedure.

Chi Square test			
	Pearson Chi Square		
	value	df	Asymp. Sig. (2 sided)
Are you satisfied with the training procedure you have experienced?	0.622	1	.430

(Source: SPSS output)

Chi-square test shows that there is no significant relationship between gender and training procedure offered by Mizoram Synod (since $p = .430 > 0.05$).

H₂: There is significant relationship between gender and satisfaction on promotion practice.

Chi Square test			
	Pearson Chi Square		
	value	df	Asymp. Sig. (2 sided)
Are you satisfied with the practice of promotion in the Mizoram Synod?	6.607	3	.086

(Source: SPSS output)

Chi square test shows that there is no significant relationship between gender and practice of promotion in the Mizoram Synod (since $p = 0.86 > 0.05$).

H₃: There is significant relationship between gender and system used in assessment of promotion due.

Chi Square test			
	Pearson Chi Square		
	value	df	Asymp. Sig. (2 sided)
Are you satisfied with the system used in assessing who is due for promotion at the work place?	2.786	3	.426

(Source: SPSS output)

Chi square test shows that there is no significant relationship between gender and system used in assessing who is due for promotion in the Mizoram Synod (since $p = 0.426 > 0.05$).

4. FINDINGS, CONCLUSION AND SUGGESTIONS

4.1. Findings

- There are 32 respondents where 17 are male and 15 are female comprising mainly of the age group 30 – 40 years.
- Among the respondents, majority of them are Graduates having 5 – 10 years of working experience in the Mizoram Synod.
- Majority of the respondents did not receive regular training and thus feel the need for training.
- Most of the respondents undergo training less than 2 times in their organizational life and they feel that training depends on the need.
- Majority of the respondents feel that step-by-step instruction is the most suitable method for training.
- The study found that majority of the respondents received on-the-job training and experienced fruitful changes after being trained. However, they are not satisfied with the training procedure they had received and are not satisfied with the time duration of the training so provided and rate their training system 'below average'.
- The study found that majority of the respondents believed that the Mizoram Synod has a formal promotion policy and believed that promotion is based on seniority.
- Only 10 (i.e 31.3 per cent) of the respondents have been promoted during their service in their current organization and felt that the outcome of the promotion implies to higher rank.
- Most of the respondents are not sure about the promotion system in their organization.
- Regarding the statement 'promotion in the Mizoram Synod is based on knowing top management personnel in the organization', majority of the respondents did not agree with this statement.
- 31.3 per cent of the respondents are very satisfied with the practice of promotion in Mizoram Synod, while 9.4 per cent of the respondents are somewhat dissatisfied with the practice of promotion.
- Majority of the respondents have no idea about their promotional policies while 6.3 per cent of the respondents have a very low level of satisfaction in relation to promotional policies available in their organization.
- Regarding the system used in assessing who is due for promotion at the work place, most of the respondents are somewhat satisfied while only a few of them are dissatisfied with the system.
- The hypotheses testing revealed that gender has no significant effect on the training procedure offered by the Mizoram Synod.
- The hypotheses testing revealed that gender has no significant effect on the practice of promotion in the Mizoram Synod.
- The hypotheses testing also revealed that gender has no significant effect on the system used in assessing who is due for promotion in the Mizoram Synod.

4.2. Conclusion

In an ever changing and fast paced world, training and development is an indispensable function. A training program allows one to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge.

However, the study found out that regular training is not administered in the Mizoram Synod. Most of the employees are not satisfied with the training procedure they had received and are not satisfied with the time duration of the training so provided and rate their training system 'below average'. Thus, necessary suggestions have also been provided for its further improvement. The study also found out that a formal promotion policy is followed by the Mizoram Synod and is based on seniority.

4.3. Suggestions

- If Mizoram Synod could implement the Annual Confidential Report system, it would be useful in assessing the performance of the employees.
- Strengthening the administration of the office and adopting useful and resourceful strategies would be beneficial for the execution of the mission.
- It would be beneficial to organize probationary training before the employee is regularised.

- All employees should be given training on capacity building and skill development at least once in two years.
- In regards to promotion, it will be helpful and effective to use seniority as well as performance, not just seniority, as a criteria.

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