



A study on impact of human resource management practices on employees' work performance with special reference to People's Bank in wariyapola branch

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Abstract

Peoples bank is one of the popular bank in Sri Lanka. There are many branches consist in Sri Lanka and the study conduct in peoples bank of Wariyapola branch. Under the finance service provider there has a big market in the competitive environment. To achieve overall operations of the banking sector, the Human Resource has become a major role which is mainly affect the organization attainment performance. Therefore, the management want to paid attention towards the employees because of they are the main assets of the organization. The population of the research was sixty employees, data were collected by using correlation analysis and regression analysis. Finding of the research study found that there had a positive relationship between Employees job performance and Recruitment and selection, compensation, training.

There has a positive significant impact on Employees job performance and Recruitment and selection, compensation, training. As a result of this study employee's performance can be improved via improving Human Resource Management Practices (Recruitment and Selection, Training, Compensation).

Keywords: employees work performance, human resource management practices, recruitment and selection, training, compensation

Introduction

Today organizations are rapidly increased in the world reason for that the peoples are link with the organization to fulfill their needs. Service organizations are the new trend in the world. The twenty first century peoples are expecting the service organizations.

People's Bank meaning is close to people and link with the people. People's Bank providing financing service for their customers and it has big market in the Sri Lanka. Nowadays the world link with the finance services. Because of the world running from businesses and the businessmen need money for their transaction. Therefore, the banks provide services to people in the country. The people's banks branches are situated in all towns in the Sri Lanka and the head office situated in the Colombo 02.

In banking sector, the employees' performance directly affects the overall banking performance due to its sensitive nature of direct interaction with customers. In the current competitive market, success is less dependent on capital and more on innovation, speed and acceptability. The effect of human resource management on organization performance has received considerable importance in the last twenty-five years showing effective connection between HR practices and organization performance (Qureshi, Akbar, Khan, Sheikh, & Hijazi, 2010).

Different banks are performing a momentous role in the economic development of the country. Despite their economic importance, different banks suffer from a variety of structural and an institutional weakness, which has constrained their ability to take full advantage of the rapidly advancing process

of globalization and HRM practices.

According to the literature researcher find three main factors impact work performance for the employees in the working environment such are recruitment and selection, compensation and training are mainly impact employee's performance.

The importance of this study being looked at one of the topics of modern management is relatively a HRM practices and the factors affecting it, as it is new concept to the developing countries, so it is subjected to the study of the field gives more importance especially in light of the circumstances and variables technological and economic.

Objectives of the study

Objectives of the study were developed on the three dimensions of the Human Resource Management Practices.

- To determine the impact of recruitment and selection practices on employee work performance People's Bank Wariyapola branch.
- To determine the impact of compensation system on employee work performance People's Bank Wariyapola branch.
- To determine the impact of training on employee work performance People's Bank Wariyapola branch.

Statement of the problem

Despite the immense importance of Human Resource Management (HRM) Practices towards the realization of Employees work Performance in particular and organizational performance in general, many organizations do not give emphases to its effective utilization so as to ensure

organizational performance in developing countries.

In the people's Bank provide the service for their customers and they try to fulfill customer's expectation on their requirement, even though it is depending on the employee's performance in the banking sector. The employees of People's bank in Wariyapola branch are not performing up to the expected level of performance, hence that has affected to reduce the overall performance of the bank.

Based on the problem statement, the researcher is interested to do this research proposing the issue that whether "Human Resource Management Practices impact on work performance of the employees of the People's Bank in the Wariyapola branch".

This study focuses on addressing the following research question.

1. Do the recruitment and selection practices positively impact on employee work performance of People's Bank Wariyapola branch?
2. Do the compensation system positively impact on employee work performance People's Bank Wariyapola branch?
3. Do the employees training positively impact on employee work performance People's Bank Wariyapola branch?

Literature Review

Human are the asset of the all organization and the organizations are depending on the all employee's performance level. If they work as effectively it is impact to the organization development. Because of that it helps to achieve organization goals, achieve customer satisfaction, improving organization reputation and its image within customer mind.

HRM practices are a process of attracting, motivating, and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). The appropriate use of HRM practices positively influence the level of employer and employee commitment (Purcell, 2003).

▪ **Recruitment and Selection**

Recruitment is the process to fully fill the offered work positions in sufficient number and qualities of the applicants, as well as to meet the expectations and requirements of the organization. There can be lots of applicants in the recruitment process in the organization. So they are consisting most appropriate persons and the some are not fulfilling the proper qualification so the organization want to select most appropriate person through the applicants. Selection is an important element in HR functions, because the employee's selection has close relationship and connection with the organization's development. Selection is collecting the information about the applicants to decide who is fit and should be employed each work position (Mohammad, Osman and Edris 2014, p. 130).

Alnaqabi (2011) showed the positive impact of recruitment and selection toward the performance of the employee. This is linked with identify, attract and select the appropriate applicant to meet the requirements of the jobs in the organization. This process is important to make sure about the outcomes of the recruitment and selection process in the

organization. It important to employee evaluate because of that can identify most suitable person for the employment in the organization. Based on the previous mentioned studies it can be safely assumed that employee performance is positively affected by recruitment and selection. According to that there are most affecting factors are training and selection practices.

Recruitment and selection are integrated factors that affect the performance of the employee. There is close relationship between selection and recruitment factor. Those are more important to the organization performance. Recruit and select appropriate employee for suitable position of work have close relationships and connections with the organization's development. Many studies have found positive relationship between recruitment and selection and employee performance (Mohammad, Osman and Edris, 2014, p. 130).

▪ **Compensation**

Compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the performance, encourage company loyalty by reduce turnover. Compensation may include Basic Pay, Overtime, Bonuses, Travel or Accommodation Allowance, Stock Options, Medical Allowance, Commissions, and Profit Sharing.

A study conducted by Frye (2004) show positive relationship between compensation and organization performance. Frye (2004) reported that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used Performance-based compensation to reward employees (Collins and Clark, 2003).

Performance-based compensation positively influences employee's performance (Brown *et al.*, 2003). According to the Caruth and Handlogten (2001) stated that Employees are motivated when there are financial rewards directly tied to their performance.

For employers, compensation decisions influence their cost of doing business and thus, their ability to sell at a competitive price in the product market. In addition, compensation decisions influence the employer's ability to compete for employees in the labor market (attract and retain), as well as their attitudes and behaviors while with the employer.

▪ **Training**

Training programs are help to face the competition in the market of the organization. So the training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2006).

The success of the organization depends on the human resources of the organization. So there has effective employees they always achieve there expected performance level and the quality of the organization depend on their appropriate qualification. Employees who has participate the training they can achieve develop their performance according to the organization expectation. Training of employees is pivotal for the success of any organization and the results of several studies concluded that the training of employee have stronger effect on the employees' performance and organizational performance (Brown & Sitzmann, 2011).

Training refers to a planned intervention aimed at enhancing the elements of individual work performance. The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. Within the training program organization can develop the employee's performance and through that they can improve overall organization.

Work Performance

Employee work performances are one of the most critical factors that effect on the performance of the organization. Because of the employees are the most importance resources of the organization so they are the working in the organization. The successful organization understands the importance of HR as a critical factor directly affects and contributes on the performance. The success of any organization depend on its employee's behavior and their decision, although there are many other factors contribute in that success, such as the organization size, the environment in what it operate and its activities. Often, human resource management practices are employed to evaluate the performance of the employee in the organization, and in modern era and highly competitive climate between the organizations, the tendency to improve employee performance is by improving the HRM practices.

The employee's performance is use of knowledge, skills, experiences and abilities, to perform the assigned mission required by their managers efficient and effectively. The importance of the employees' performance can be in form of several points such as help to considering the cost of the resources used, a measure of the quantity and quality of work done, help to survive and excel between the firms, help to assess and attain of established performance goals, and finally, increase the efficiency of the employee performance helps to make the right decisions.

According to the Kaplan as cited in Mohammad, Osman and Edris (2014) explained the main methods of evaluating employee performance based on:

1. Employee attributes which confirm characteristics or qualities important to the firm,
2. Employee behaviors which are widely used for evaluating or defining employee behaviors necessary to complete a work successfully,
3. Employee achievements which show the extent to which specific objectives or aims have been met, exceeded, or not met.

According to the literature the employee attributes are importance to their work performance in the organization and they want to evaluation and to measure to which they are

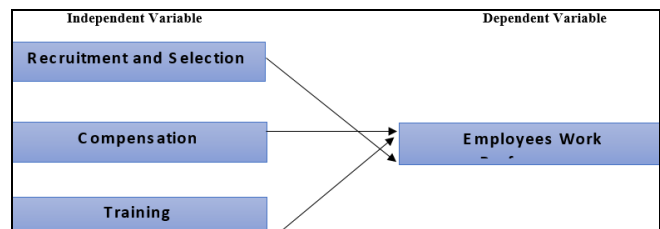
achieve the organization aims and who complete the job successfully. Work Performance has become one of the significant indicators in measuring organizational performance in many studies (Wall, Michie, Patterson, Wood, Sheehan, Clegg, & West, 2004). Work performance is one things of the organization performance if employees are improving their work performance the organization performance are increase. Qureshi and Ramay (2006) stated that HRM practices are positively and significant linked with the performance of the employee and training and selection is the most factor affecting on the employee performance between all the others practices.

There are lots of the Human Resource Management Practices such as training, recruitment and selection, Performance appraisal, job design, compensation, reward, training, hiring, grievance handling etc... All of the Human Resource Management Practices are the most importance to improve the organization performance.

According to that the bank want to examine the bank performance to success of the bank and employees are the main assets of the bank because if they have not employees bank cannot performance so they want to good employees to achieve the banking organization performance and achieve the goals.

Methodology

Here focused on how this research study has been carried out scientifically.



Source: Develop by the researcher according to the literature

Fig 3: Conceptual Framework

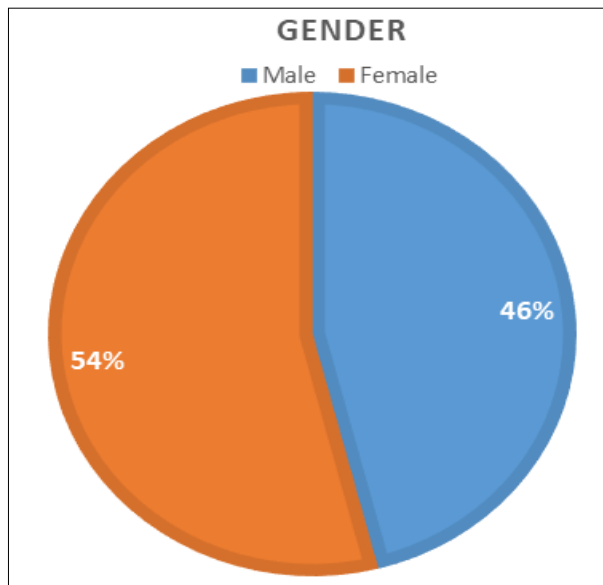
Hypotheses of the study

- H1A:** There is an impact of recruitment and selection practices on employee work performance.
- H1B:** There is an impact of compensation system on employee work performance.
- H1C:** There is an impact of training on employee work performance.

Data Analysis

The main statistical analysis of Reliability Analysis, Descriptive Analysis, Correlation Analysis, and Regression Analysis were used in this study.

Gender composition of the People’s Bank in Wariyapola

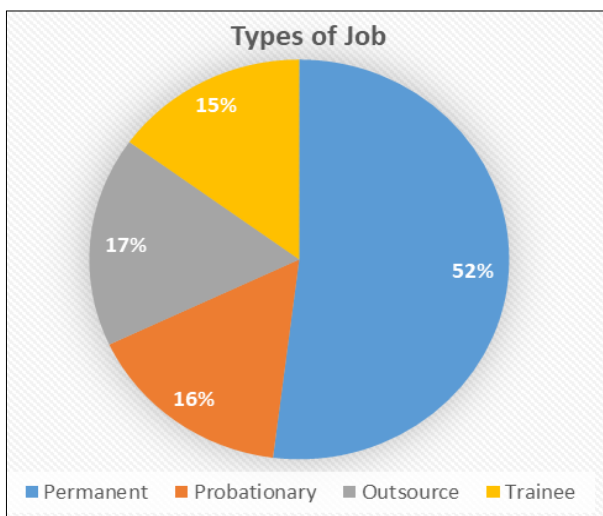


Source: (Survey data, 2017)
Gender composition of the sample

Fig 1

According to the gender sample composition There are 54% of the employees are females and 46% employees are the male employees. According to the sample data majority of the employees are females compared with male employees in the banking industry.

Composition of the Type of the job



Source: (Survey data, 2017)
Type of job composition

Fig 2

There are four types of the employees in the bank and the

types are Permanent, Outsource, Probationary and Training employees. Half of the employees are permanent employees in the bank and there are 16% of the employees are the probationary employees in Wariyapola branch. There are 17 % of the employees are outsourcing employees and 14% of the employees are trainees in Wariyapola branch. It means that the majority of the employees are internal employees in the bank.

Descriptive Statistics Analysis

Descriptive analysis was performed to identify the level of both independent and dependent variables. Mean value of each variable represents the level of the variable.

Table 1 shows descriptive statistics calculated for four independent variables and the dependent variable. Respondents are asked to indicate their answers on a 5 point Likert scale and Mean value and standard deviation are calculated to understand the current level of each variable.

Table 1: Descriptive Statistics

	N	Minimum	Mean	Std. Deviation
Performance	52	2.75	3.5938	.40815
Recruitment and selection	52	2.70	3.5500	.32509
Compensation	52	2.83	3.6571	.37835
Training	52	2.75	3.5288	.35581
Valid N (list wise)	52			

Source: (Survey Data, 2017)

According to table 1 (Descriptive Statistics) Job performance mean value (3.5938) and 40815 standard deviation. Recruitment and Selection mean value (3.5500) and 32509 standard deviation. Compensation has the highest mean value (3.6571) and 0.37835 standard deviation. Training has the lowest mean value (3.5288) and 0.35581 standard deviation. The mid-point of mean value is 2.5 of the 5 point Likert scale. According to the above table all variables mean values are greater than 3.5 and it indicate satisfactory level.

Table 2: Reliability Analysis

	Variables	Cronbach's Alpha	Results
Independent variables	Recruitment and selection	0.611	Acceptable
	Compensations	0.634	Acceptable
	Training	0.602	Acceptable
Dependent variable	Work Performance	0.670	Acceptable

According the above table 2 present each variable such as recruitment, Compensations, training, and work performance Alpha scores are greater than 0.6 levels. It is indicating that the researcher developed questionnaire was acceptable.

Correlation Analysis

The researcher used Pearson’s correlation Coefficient Analysis to measure the relationship between independent variable and dependent variables.

Table 3: Relationship between recruitment and selection and employee’s performance

		Performance	Recruitment and Selection
Performance	Pearson Correlation	1	.496**
	Sig. (2-tailed)		.000
	N	52	52
Recruitment and Selection	Pearson Correlation	.496**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data, 2017)

According to the above table 3 indicate relationship between Recruitment and Employees work performance has positive correlation (r = 0.496) and significant at 95% level (p = 0.000). It can be said that there is a positive relationship between Recruitment and selection and Employee’s work performance

Table 4: Relationship between compensation and employee’s performance

		Performance	Compensation
Performance	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	52	52
Compensation	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data, 2017)

According to the above table 4 indicate the Compensation and Employees work Performance has strong positive relationship (r = 0.683) and significant at 95% confident level (p = 0.000). It can be said that there is a positive relationship between Compensation and Employee’s work performance.

Table 5: Relationship between training and employee’s performance

		Performance	Training
Performance	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	52	52
Training	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data, 2017)

According to the above table 5 indicate the Training and Employees work Performance has strong positive relationship (r = 0.690) and significant at 95% confident level (p = 0.000). It can be said that there is a positive relationship between training and Employee’s work performance

Regression Analysis

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.827 ^a	.685	.665	.039180

A Predictors: (Constant), Training, Compensation, Recruitment and Selection

Source: (Survey data, 2017)

Above table 6 shows the impact of all three independent variables on the dependent variable. R Square is a measure of how close the data are fitted regression line. According to the fitted model R²= 0.685 and it describes the 68.5% of dependent variable depending on independent variable. The R value of 0.827 (82.7%) represent a strong relationship between the Human Resource Management Practices and employees work performance. Therefore, the dependent variable highly related to the Recruitment, Compensation and Training.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.260	.510		-2.468	.017
1 Recruitment and Selection	.267	.113	.859	2.364	.022
Compensation	.410	.107	.735	3.824	.000
Training	.683	.116	.836	5.863	.000

a. Dependent Variable: Performance

According to above table the researcher developed the revised regression equation as follows,

$$Y_i = \beta^0 + \beta^1 X^1 + \beta^2 X^2 + \beta^3 X^3$$

Y_i = Employees Work Performance

β = Constant

X¹ = Recruitment and Selection

X² = Compensation

X³ = Training

$$E = - 1.260 + 0.267 \text{ Recruitment} + 0.410 \text{ Compensation} + 0.683 \text{ Training}$$

According to the above regression equation in the present study the Recruitment, Compensation, Training has effected to the employee performance. Beta value for Recruitment is 0.267 indicating that if Recruitment increase by one-unit Employee Performance will increase by 0.267 units when effects of Compensation and Training held constant.

According to this conclusion can be done with 97.8% confident interval since significant value is 0.022 which denotes the probability of rejecting this conclusion 2.2%.

The Beta value for Compensation is 0.410 which indicates that when the compensation increases by one unit the work performance of employees will also increase by 0.410 units, effect of recruitment and training held constant. According to this conclusion can be done with 100% confident interval since significant value is 0.000.

Beta value for Training is 0.683 directing that if Training

increases by one-unit Employee Work Performance will increase by 0.683, when the effect of Recruitment and Compensation held constant. According to this conclusion can be done with 100% confident interval.

Hypothesis Testing

Hypotheses are tested by using the p values the p-value of each coefficient of independent variables.

H¹A- There is an impact of recruitment and selection on employee work performance.

Recruitment and selection on employee work performance Beta values is ($\beta = 0.267$) and the impact was significant at 95% confidence level ($p = 0.001$). According to the correlation between recruitment and employee work performance is also positive relationship ($r = 0.496$, $p = 0.000$) which is also supported to the above hypothesis.

Hence H^0 is rejected since $p < 0.05$. H¹A is accepted.

H¹B- There is an impact of compensation and rewards on employee work performance.

As per result of the regression analysis there is impact from compensation on employee work performance ($\beta = 0.410$) and the impact was significant at 95% confidence level ($p = 0.000$). The correlation between recruitment and employee work performance is also positive relationship ($r = 0.683$, $p = 0.000$) which is also supported to the above hypothesis. Thus there is positive impact compensation on employee work performance.

Hence H^0 is rejected since $p < 0.05$. H¹B is accepted.

H¹C-There is an impact of training on employee work performance.

Training variable obtain the Beta value is 0.683 ($\beta = 0.683$) it obtained there are impact form employee work performance and the impact was significant at 95% confidence level ($p = 0.000$). The correlation between training and employee performance is also positive relationship ($r=0.690$, $p=0.000$) which is also supported to the above hypothesis.

Hence H^0 is rejected since $p < 0.05$. H¹C is accepted.

5. Conclusion

Researcher attempts to identify the impact of Human Resource Management Practices on employee's work performance in the people's Bank in Wariyapola. First objective was the identified the impact of recruitment on employee's work Performance in people's Bank in Wariyapola. Researcher found that there has 26.7% impact of recruitment and employee's performance and there has significant. On the other hand, there has moderate positive relationship ($r= 0.496$) between recruitment and the employee's work performance.

The findings are further justified by mean and standard deviation values. Mean value of recruitment and selection is 3.5500 it proves the further result of the above statements. Because of the mean value greater than 2.5 it means responders agree the questionnaires in Recruitment and selection questions. In the result employees are agree if there has good recruitment and selection practices try to improve their performance. And also the first alternative hypothesis

accepts and null hypothesis was rejected.

As second objective was researcher identify Compensation process of the employment impact on work performance in the bank. Researcher find the impact of Compensation on employee work performance ($\beta = 0.410$) is significant and there is positive relationship ($r= 0.683$) through the compensation and employee work performance. And further evidence mean value 3.6571 greater than 2.5 and standard deviation less than one.

As third objective was identifying Training of the employment impact on work performance in the bank. Researcher obtains the Training and Employees work Performance has strong positive relationship ($r = 0.690$) and significant at 95% confident level ($p = 0.000$).

It can be said that there is a positive relationship between training and Employee's work performance. Within the above statement researcher finding are accepted. So there are significance positive relationship and significance impact of training on employee performance.

In the researcher whole independent and dependent variables are significantly relationship and significantly impact between employee performance and recruitment, Compensation and training. According to the above statements the three variables are impact on employee's work performance.

Suggestions to Improve Employee's Work Performance through Their Human Resource Management Practices.

Following are some suggestion given to improve employee's work performance.

- Organization should develop good working condition. This facilitates lead the employees to do their work effectively.
- Organization should identify training need among employees. Through that which work performance of employees is enhanced?
- Organization should follow good recruitment and selection procedure. It can be achieved by developing appropriate recruitment and selection policies.
- Employees should be trained to adopt new technologies and or develop their career.
- Organization should evaluate employee's work performance. The feedback about the quality and quantity level of performance should be proved to improve their performance.
- Organization should provide unbiased compensation. That is compensation should be provided based on the qualifications of employees and or experience.
- Organization should implement equal employment opportunities. That is employees should not discriminate against female, minority or old worker.
- Organization should design working procedure including hours' work, over time payment, hour's payment.
- Proper working environment should be designed. In that organization should provide adequate facilities employee to their works such as appropriate equipment, work breaks, work sharing, Organization should design good grievance procedure disciplinary procedure separation procedure etc.

The finding of the research study will be importance to develop employees work performance. Within improving

employee performance organization can enhance organization performance and also through this result can improve profit, market level, and other objectives in the organization.

Result of the study was analyzed by using correlation analysis and regression analysis to achieve research objectives. As well as the analysis indicates there are significance positive relationship and significance impact between employee performance and recruitment and selection, compensation, and training.

In the correlation analysis Human Resource Management Practices indicate significance positive relationship between employees work performance in the People's Bank in Wariyapola. Each variable obtained this correlation scale such as Recruitment and selection ($r = 0.496$, $p = 0.000$), Compensation ($r = 0.683$, $p = 0.000$), Training ($r = 0.690$, $p = 0.000$).

In the regression analysis obtained significance impact between Human Resource Management Practices and employees work performance. Each independent variable increase one unit the employee's performance increase as β value.

Recruitment and selection ($\beta = 0.267$, $p = 0.022$), compensation ($\beta = 0.410$, $p = 0.000$), Training ($\beta = 0.683$, $p = 0.000$). There was a strong positive relationship obtained employees performance and training ($r = 0.690$, $p = 0.000$) and minimum relationship obtained Recruitment and selection ($r = 0.496$, $p = 0.000$). And also high impact obtained between training ($\beta = 0.683$, $p = 0.000$) and employees work performance and low impact obtained between Recruitment and selection ($\beta = 0.267$, $p = 0.000$).

Recruitment and selection, Compensation, Training of Human Resource Management Practices impact on employee's work performance of the People's Bank in Wariyapola branch. Hence the researcher successfully achieves the objectives of the study. Such as recruitment and selection, compensation and training are impact on employee's performance. In addition to the current study suggests that three variables are impact on the performances of the People's Bank in Wariyapola. Within the researcher study found that Human Resource Management Practices of the working area employees will be possible to the performance of the employees are increased.

Through the improving employees work performance bank can improve organization performance, can improve customer satisfaction, and can be achieve the target level performance of Peoples Bank of Sri Lanka.

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