

Managing Human Resources to Achieve Sustained Competitive Advantage: Psychosocial Perspective

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Abstract: *Human resource and its functions are very important factors in any organization in terms of profit making and managing competitive market with fellow organizations in long run without spoiling organizational work culture. Human resource management (HRM) practices are as a mediator between strategic HRM and HRM outcome. When the human resource manager handles human resource functions in a specific work place, the individual and team of employees in the organizations might show their response in different ways that would impact both positive and negative aspect of human resource factor which further influence profit volume and sustained competitive advantage in long term scenario by the employer perspectives. Many studies on human resource management stated that strategic human resource management factors gets influenced by human beings responses in a work place of which supports both human resource factors and other outcome of the study. Hence the human factors are influencing in a specific work place and showing different response, this paper observed and analyzed whether strategic human resource factors really influence to achieve sustained competitive advantage from psychosocial perspective in the organizations. This paper contributed that psychosocial perspective surely supports to achieve sustained competitive advantage along with strategic human resource management factor.*

Keywords: Human resource; sustained competitive advantage; psychosocial; organization

1. Introduction

Managing the workforce well helps to create competencies by adapting or linking cultural and employee's behavior variables which set the path for sustainable growth in terms of differentiating products and services from various perspectives (i.e. unique value, applicable in multiple situation, difficult to replicate, sustainable, superior to the competition of the product and services) in the sustainable competitive market for long time. Since an organization's human resources are an important source of sustained competitive advantage. Human resource management is the effective management of people at workplace from strategic perspectives. Scholars in the field of strategic human resource management (HRM) focus especially on 'the pattern of planned human resource deployments and activities intended to enable the organization to achieve its goals,' (Wright & McMahan, 1992).

Moreover, managing human resources in the organization requires understanding of the influence strategic human factors of the organization. The human factors refer to behavioral variables, which mean psychosocial variables such as physical, emotional and cognitive behavior of the employees in the work place. This paper work examined that of achieving sustained competitive advantage; hence we used a set of strategic HRM practices and linking employees' psychosocial variables of employees' attitude in Indian organizations.

2. Strategic HRM Practices

Researchers have argued that human resources may be seen as a source of sustained competitive advantage for organizations (Barney, 1991). The strategic HRM literature contributes that studies on learning organizations (Dixon, 1993; Senge, 1990) have raised many implications for HRM

strategies. Snell et al., (1996) delineated the conceptual relationships between resource-based theory and organizational learning well, and researchers need to investigate those relationships empirically in the context of strategic HRM. The primary assumption is that human resources are unique to the extent that competitors cannot imitate them and it provided path to the identification of a number of human resource management practices that contribute to company performance across different organizations (Huselid, 1995). Ngo et al., (1998) mentioned in his study that he identified two slightly different reliable factors such as 'structural training and development' and 'retention-oriented compensation'.

Although the other two studies resulted in closely related dimensions of compensation, that of the latter tied also to retention. In addition to this, the literature suggests that although some of the dimensions in previous studies are mixed together, there exist at least four dimensions of HRM practices: training and development, information exchange, compensation, and workforce structure. Early research by Huselid (1995) contributed that HRM practices could be grouped into dimensions that augment employee skills, motivate employees, and organize the workforce in the organizations. An organization's future has no certainty, and change is rarely easy, and one always can expect resistance; however, strategic HRM is essential for both the viability of the field and for organizations everywhere. It is clear, therefore, that Strategic HRM can have important consequences for organizations.

According to resource-based theory, competitive advantage can be achieved only through strategic resources that are valuable, rare and inimitable. Strategic human resource management system that focuses on scientific recruitment and selection, training and development and retention programs can build up creative human capital within the organization and competitors cannot imitate it within a short

time due to the process of path dependency and casual ambiguity (Becker & Gerhart, 1996). This paper investigated five human resource management practices such as staffing, employee separations, learning & development, performance appraisal, and compensation to link with sub-dimensions of sustained competitive advantage through employees' attitude variable which is considered as psychosocial perspective variable in this study.

Employees' Attitude

Building on the notions of soft or high commitment HRM (Beer et al., 1984), research on the relationship between HRM and HRM outcomes such as employee attitudes has additionally gained importance (Kuvaas, 2008). According to the behavioral perspective (Wright & McMahan, 1992), human resource activities are the primary means to elicit and reinforce the kinds of employee behaviors required by the organization. Similarly, control theory advocates (Snell & Dean, 1992) contend that effective performance depends on matching appropriate human resource practices with the administrative context established by given strategy.

One of the most critical factors to utilize HRM practices can help the company to seek better organization performance via the effective management of its employees (Porter, 1985), by which strategic HRM systems can play a significant role in creating success for an organization is not new. For example, argued that SHRM practices can help organizations gain competitive advantage by lowering costs, increasing sources of product and service differentiation, or some combination of the two. Strategic HRM antecedents are influential and or casual factors for linking, or association or relationship between domains of human resource management practices and organizational performance from psychosocial perspectives.

The academician and practitioners have been conducted plenty of studies on both two dimensions of human resource management practices and organizational performance in and around the world. All those studies revealed positive relationships and of course very few negative relationships. Le Chien Thang and Truong Quang (2005) studied antecedents and consequences of dimensions of human resource management practices in Vietnam. They used five dimensions of HRM practices such as information exchange, performance management, training and development, group orientation, and retention management. The results indicate that significant positive correlations were found between either market or organizational performance and all dimensions of HRM practices, except for group orientation. In addition, the management's perception of HR values correlates positively with all dimensions of HRM practices.

From this part of literature, we understood that if an organization wants to succeed in terms of gaining competitive advantage, it should have specific strategic implementation of unique attitude from the behavioral perspectives of the employees. Many studies also support that behavioral variables are very important factors for linking or association or relationship with the dimensions of HRM practices in terms of organizational performance and

competitive advantage. Thus, we kept employees' attitude as psychosocial perspective variables for the present work.

Moreover, according to Social Exchange Theory, each employee processes the information in a way that elicits some reactions, be they affective (attitudinal), cognitive (knowledge or skill) and/or behavioral. Affective reactions consist of reactions such as various aspects of job satisfaction and/or commitment (often according to principles of social exchange theory). Cognitive reactions may include increased knowledge or skill. Behavioral reactions can be classified as reactions with regard to task, counterproductive, and discretionary behavior (Lee, Carrawell & Allen, 2000). Task behavior describes the kind of behavior prescribed as part of job. Increasing job focused behavior aimed at being more productive or making fewer mistakes exemplify task behavior. Counter behavior describes negative behavior aimed at either hurting the organization or at bettering one's own position at the expense of the organization. Theft of goods, sabotage, or time theft (e.g., spending work time on personal activities) exemplify counterproductive behavior. Discretionary behavior consists of behavior not prescribed by the organization, but which is aimed at benefiting the organization. Going beyond job duties to satisfy a customer, or performing non-prescribed preventive maintenance on a machine would be examples of discretionary behavior.

In theory, the goal of designing and implementing HR practices is to do so in a way that leads to positive attitudinal reactions, increased cognitive skills relevant to the job and/or organization, and increased productive task and contextual behaviors of employees. The question of interest, then, is whether HRM practices successfully do so as intended, and to uncover the factors that explain the variance in the success with which they do so (i.e., the individual employee factors, organizational communication mechanisms, etc.). However, from this part of literature survey, we got insight that employees' attitude is an important factor for organizational success from the views of cognitive, emotional and behavioral. Even if the literature describes negative attitudes, we focused on only positive attitude of the employees. Thus, our curiosity to keep employees' attitude as a variable and check whether it is finding interesting outcome variable of sustained competitive advantage.

Sustained Competitive Advantage (SCA)

As stated by Drucker (2002) human resource management practices are a source of competitive advantage and the success of any company in the present competitive environment largely depends upon the caliber of their human resources and innovative employee management programs and its practices (Greer, 2001). Achieving a competitive advantage is a major pre-occupation of HRM professionals who are working in middle and top level management in the competitive and slow growth markets, which characterize many businesses today and the sources of competitive advantage have been a major concern for scholars and practitioners for the last two decades (Porter, 1985; Prahalad & Hamel, 1990). Therefore, it is understood that across sectors most of the organizations should recognize by which

attaining competitive advantages is challenging issue facing by the companies in the 21st century.

According to Barney (1991) an organization is said to have sustainable competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other organizations are unable to duplicate the benefits of this strategy. Thus sustained competitive advantage exists only after efforts to replicate that advantage have failed. It is for this reason that organizations are focusing on methods and strategies that are difficult to imitate. According to resource-based theory, the long term competitiveness of a company depends upon the resources that differentiate it from its competitors that are durable and are difficult to imitate and substitute (Hansen & Wernerfelt, 1989). In the closing years of the twentieth century, management has come to accept that people, not products, markets, cash, buildings, or equipment, are the critical differentiators of any type of organization.

There are two main types of competitive advantages such as comparative advantage and differential advantage. Comparative advantage, or cost advantage, is a organization's ability to produce a good or service at a lower cost than its competitors, which gives the organization the ability sell its goods or services at a lower price than its competition or to generate a larger margin on sales. A differential advantage is created when an organization's products or services differ from its competitors and are seen as better than a competitor's products or services by the customers.

However, sustained competitive advantage is distinct from the concept of competitive advantage. Within the resource-based view, a sustained competitive advantage exists only when other organizations are incapable of duplicating the benefits of a competitive advantage (Lippman & Rumelt, 1982). Thus, a competitive advantage is not considered sustained until all efforts by competitors to duplicate the advantage have ceased. From this part of literature, we understood that strategic human resource management practices are important factors for achieving sustained competitive advantage in the organization. Further, it well explained of two types of competitive advantage. However, we considered as differential competitive advantage in terms of achieving sustained competitive advantage for the present study.

3. Methods and Materials

This part of the paper describes the research methods and materials which are adopted for the study and as follows;

Research Design

The study followed descriptive research method; it describes phenomena as they exist. Here data is often quantitative and statistics applied. It is used to identify and obtain information on a particular problem or issue. The idea behind this type of research is to study frequencies, averages, and other inferential statistical calculations. The present work conducted mainly for getting a deeper understanding, clarity, and characteristics of various

phenomena of Strategic HRM role and of which psychosocial variables influenced onto achieve sustained competitive advantage in Indian organizations.

Sampling Design

This part of methodology explained different component of sampling design which covers universe, study population, source of data, sampling techniques, method of data collection, sample size, inclusion and exclusion criteria of the study. The each component of sampling design described in detail as follows;

Universe

Universe is the organizations where the study samples would be collected based on aim and objectives of the present study. The universe of the study includes only the Indian organizations that are located across the country i.e. those incorporated under "The Companies Act, 1956" which is broadly classified in to three types like Government, Public and private. However, the present study focuses on three types of companies as universe such as private, public and Multi-National Companies (MNC).

Population

HR professionals who are working in different levels (i.e. Board/Director-HR, Chief/Head-HR, General Manager-HR, Deputy General Manager/Senior Manager-HR, Manager-HR, and Assistant Manager-HR) in the organizations located only in India. These populations are suitable to give information on strategic measures by supports of human resource factors and getting influence from psychosocial factors in the organization

Source of Data

The primary data collection is getting information for the first time, which means that perceptions and attitudes of employees/individuals are the best obtained by talking to them; by observing events, people, and objects; or by administering questionnaires/instruments to individuals. The present study considered only primary data, which were collected from the respondents (i.e. HRM professionals) for the first time from the organizations located in India.

Sampling Technique

The sampling here is confined to specific types of people (i.e. human resource professionals) who can provide the desired information, either because they are the only ones who have it, or confirm to some criteria set by the researcher. Actually this study has followed certain criteria to get data, which is described in inclusion criteria. This type of sampling design is called 'purposive sampling' technique. Purposive sampling technique has two major types such as Judgement sampling and Quota sampling. But, the present study has adopted judgement sampling which involves the choice of subjects who are most advantageously placed or in the best position to provide the information required. For instance, the researcher wants to find out what it takes for managers from a particular field (here the researcher considered HRM professionals) across various designations from middle and top level, they are the suitable respondents who can give first-hand information from each of the organizations. They could reasonably be expected to have expert knowledge by virtue of having gone through the

experiences and processes themselves both strategic HRM and competitive market from psychosocial perspectives and might perhaps be able to provide good data or information to the researcher. Thus, the judgement sampling design is used when a limited number or category of respondents have the information that is sought.

Method of Data Collection

The data was collected for the study through two ways such as (i) Web based/e-mail survey method (e-mail) and (ii) Interview schedule (i.e. face to face contact) method. The details of the each data collection procedures are given below;

E-Mail Survey Method

In web based/e-mail survey method, the respondents were requested to fill the questionnaires followed by consent letter which gives brief details about research work along with ethical considerations.

Interview Method – Face To Face Contact

In interview schedule method, the respondents were requested to read carefully consent letter and agreeing to participate in the study by signing on it before filling up the questionnaires. The benefits of this method of data collection were that researcher and interviewer(s) met the HR professional that is having face to face contact by each other. Thus, this method was very supportive to get more accuracy information from the respondents from across various types of the organizations. However, aforementioned two methods of data collection done from the suitable respondents with sample size of 132 (N= 132). Further the study followed certain inclusion criteria, which never deviate from targeted respondents for the study as follows; Male and Female HRM managers, HR professionals (i.e. Board/director-HR, Chief/Head-HR, General Manager – HR, Manager-HR, Deputy General Manager-HR, and Assistant Manager-HR) who speak and understand both English, and Tamil languages, the HR professionals who are working more than one year in the same company, the organization which has minimum 100 full time employees. the HR professionals who have HRM relevant work

experience in overseas, data would be collected from private, public and MNC, data would be collected from the four types of organizations such as Information Technology, Automobile Industries, Health care Industries (i.e. Hospitals & Pharmaceuticals) and Energy Industries.

Sampling Responses

Since, we collected data base of HRM professionals from HR consultancy, we were able to collect 1450 HR professionals' email ids who are working all over the country. We have sent questionnaire along with consent letter to the HRM professionals. The mailed questionnaires responses were very poor response. The study focused on strategic aspect so the HRM professionals were cautious to reveal the information as data response. We were keen to send reminder to the respondents those who have not returned the filled questionnaires. This process took place around 8 months, but we hardly received only 1.93 percent (i.e. 28 questionnaires) all over the country. Out of 28 responses, we have rejected 3 questionnaires since those respondents have not fulfilled the study criteria. We then finally used only 25 questionnaires for data analysis for the study, which are roughly just 1.72 per cent responses. In other method of interviewing the respondents, we had contacted around 200 HRM professionals. Out of 200 questionnaires for interview method, we received only 107 questionnaires and we did not receive any kind of responses from remaining 93 respondents. The response rate for interview method is 53.5 per cent. So, finally, we have used 132 samples (i.e. web based method - 25 and interview method - 107) for data analysis for the study.

4. Data Analysis and Findings

This part explains in detail of data analysis and its findings of each methods of statistical application for the study. We calculated measures of central tendency to find mean, standard deviation, and we also performed t-test, and ANOVA to find out association. Moreover we conducted multiple regression analysis to find out linear relationship between the variables, all the statistical and its interpretation of this paper work as follows;

Table 1: Gender and Psychosocial variable (i.e. employees' attitude)

Variable(s)	Male (N=97)		Female (N=35)		't' test	df	Sig.
	Mean	S.D	Mean	S.D			
Emotional attitude	19.44	3.04	19.57	3.24	-0.209	130	0.834
Workplace attitude	10.79	1.86	11.00	1.59	-0.581	130	0.561
Cognitive attitude	8.05	1.19	8.34	1.25	-1.220	130	0.224
Behavioral attitude	7.40	1.24	7.60	1.14	-0.822	130	0.412

*p< 0.05 and **p<0.01

We did t-test analysis and Table 1 - shows that independent 't' – test analysis between the categories of gender and psychosocial variable (i.e. employees' attitude). the results of independent 't' – test analysis revealed that there is no significant difference between the categories of gender and other dimensions of Employees' Attitude and its sub-

dimension such as emotional attitude, workplace attitude, cognitive attitude and behavioral attitude. Another t-test analysis attempted between CEOs of the organization and psychosocial variable of employees' attitude (Table 2).

Table 2: CEOs and Psychosocial variable (i.e. employees’ attitude)

Variable(s)	Yes (N=46)		No (N=86)		‘t’ test value	Df	Sig.
	Mean	SD	Mean	SD			
Emotional attitude	19.89	2.58	19.25	3.31	1.128	130	0.261
Workplace attitude	10.86	1.73	10.83	1.83	0.098	130	0.921
Cognitive attitude	8.21	1.19	8.08	1.22	0.612	130	0.541
Behavioral attitude	7.86	1.22	7.23	1.16	2.942	130	0.003**

*p<0.05 and **p<0.01

The results of independent ‘t’ - test analysis revealed that there is a significant difference between the categories of CEOs and behavioral attitude dimensions of psycho-social variable (i.e. employees’. It proved by statistical analysis and the evidence of ‘t’ value is 2.942 and its associated significance value 0.003 (p<0.01). The CEOs who have appointed from the same organizations shown their effort in terms of strategic planning and executing of behavioral attitude dimension of psychosocial variable that is employees’ attitude is well suitable for the workplace environment than the CEOs who have not appointed from the same organizations in India. This table further revealed the results that there is no significant difference between the mean for each group of CEOs and other psychosocial variable (i.e. employees’ attitude).

Similarly t-test analysis (Table–3) of work experiences of the respondents and psychosocial variable (i.e. employees’

attitude). The results of independent ‘t’ – test analysis revealed that there is a significant difference between the categories of present work experiences and behavioral attitude dimensions of psychosocial variable (i.e. employees’ attitude).

It proved by statistical analysis and the evidence of ‘t’ value is 2.632 and its associated significance value 0.009 (p<0.01). The members of HRM professionals who have 1-10 years work experience opined that strategic planning and executing of behavioral attitude dimension of strategic HRM antecedents is well suitable for the workplace environment than the members of HRM professionals who have 11-20 years of work experiences from the same organizations in India.

Table 3: Work experiences of the respondents and psychosocial variable (i.e. employees’ attitude)

Variable(s)	1 – 10 Years (N=122)		11 – 20 Years (N=10)		‘t’ test value	Df	Sig.
	Mean	SD	Mean	SD			
Emotional attitude	19.40	3.19	20.40	0.51	-0.983	130	0.327
Workplace attitude	10.81	1.82	11.30	1.25	-0.827	130	0.409
Cognitive attitude	8.13	1.25	8.10	0.31	0.077	130	0.938
Behavioral attitude	7.53	1.20	6.50	0.97	2.632	130	0.009**

*p<0.05 and **p<0.01

This table further revealed the results that there is no significant difference between the mean for each group of current work experiences of HRM professionals and other dimensions of psychosocial variable (i.e. employees’

attitude). We did (Table 4) ANOVA which was carried out to find out the mean difference on the categorical variable of places of the organizations with concerning the dimensions of psychosocial variable (i.e. Employees’ Attitude).

Table 4 Place and psychosocial variable (i.e. Employees’ Attitude)

Variable(s)	Chennai N=86		Bangalore N=27		Hyderabad N=19		F value	df	Sig.
	Mean	SD	Mean	SD	Mean	SD			
Cognitive attitude	15.00	2.14	14.70	2.07	14.26	1.09	1.107	(2,129)	0.334
Emotional attitude	11.51	2.07	11.62	1.88	11.68	1.41	0.082	(2,129)	0.922
Workplace attitude	11.82	1.85	10.59	2.59	11.78	1.27	4.203	(2,129)	0.017*
Work task attitude	6.88	1.50	6.85	1.61	7.368	1.11	0.904	(2,129)	0.407
Behavioral attitude	8.25	0.88	7.81	1.11	8.052	0.52	2.590	(2,129)	0.079

*p<0.05 and **p<0.01

The results of ANOVA revealed that there is a significant difference between different categories of places (i.e. organizations located in three different places) of the organizations with concerning the workplace attitude dimension of psychosocial variable (i.e. Employees’ Attitude). The HRM professionals revealed that the organizations located in Chennai are more focused strategic oriented in terms of planning and executing of the workplace attitude dimension of psychosocial variable (i.e. Employees’ Attitude) than the organizations are located in Hyderabad followed by Bangalore. It proved by statistical analysis and

the evidence of F-value is 4.203 and its associated significance value 0.017 (p<0.05). This table further revealed the results that there is no significant difference between the mean for each group of different places of the organizations and other dimensions of psychosocial variable (i.e. Employees’ Attitude), which were adopted by the organizations in India. Similarly we conducted ANOVA (Table -5) which was carried out to find out the mean difference on the categorical variable of ownership of the organizations with concerning the dimensions of psychosocial variable (i.e. Employees’ Attitude).

Table 5: Ownership and psychosocial variable (i.e. Employees' Attitude)

Variable(s)	Private (N=48)		Public (N=29)		MNC (N=55)		F value	df	Sig.
	Mean	SD	Mean	SD	Mean	SD			
Cognitive attitude	14.75	0.33	15.06	0.37	14.78	0.23	.253	(2,129)	0.777
Emotional attitude	11.37	0.29	10.75	0.37	12.14	0.22	5.541	(2,129)	0.005**
Workplace attitude	11.54	0.36	10.79	0.31	12.00	0.20	3.570	(2,129)	0.031*
Work task attitude	6.79	0.20	6.51	0.31	7.30	0.17	3.244	(2,129)	0.042*
Behavioral attitude	8.20	0.13	8.06	0.17	8.10	0.11	.254	(2,129)	0.776

*p< 0.05 and **p<0.01

The results of ANOVA revealed that there is a significant difference between different categories of ownership (i.e. three different sectors – private, public and MNC) of the organizations with concerning the emotional attitude dimension of employees' attitude variables in the organizations. The HRM professionals opined that MNC organizations are more focused on strategic oriented in terms of planning and executing of the emotional attitude dimension of strategic HRM antecedents than private followed by public organizations. It proved by statistical analysis and the evidence of F-value is 5.541 and its associated significance value 0.005 (p<0.01).

Another results of ANOVA revealed that there is a significant difference between different categories of ownership (i.e. three different sectors – private, public and MNC) of the organizations with concerning the workplace attitude dimension of strategic HRM antecedents in the organizations. The HRM professionals opined that MNC organizations are more focused on strategic oriented in terms of planning and executing of the workplace attitude dimension of strategic HRM antecedents than private followed by public organizations. It proved by statistical analysis and the evidence of F-value is 3.570 and its associated significance value 0.031 (p<0.05).

Similarly the results of ANOVA revealed that there is a significant difference between different categories of ownership (i.e. three different sectors – private, public and MNC) of the organizations with regard to work task attitude dimension of strategic HRM antecedents in the organizations. The HRM professionals opined that MNC organizations are more focused on strategic oriented in terms of planning and executing of the work task attitude dimension of strategic HRM antecedents than private followed by public organizations. It proved by statistical analysis and the evidence of F-value is 3.244 and its

associated significance value 0.042 (p<0.05). The results of ANOVA revealed that there is a significant difference between different categories of ownership (i.e. three different sectors – private, public and MNC) of the organizations with concerning the work task engagement dimension of strategic HRM consequences in the organizations.

The HRM professionals opined that MNC organizations are more focused on strategic oriented in terms of planning and executing of the work task engagement dimension of strategic HRM consequences than private followed by public organizations. It proved by statistical analysis and the evidence of F-value is 3.928 and its associated significance value 0.022 (p<0.05). This table further revealed the results that there is no significant difference between the mean for each group of different sectors/ownership of the organizations and other dimensions of psycho-social variables of employees' attitude.

Regression on Sustained Competitive Advantage

We did regression analysis on sustained competitive advantage, which are measured by the independent variables of employees' attitude. Here, employees' attitude shows direct effects on sustained competitive advantage, Regression on sustained competitive advantage explains that how employees' attitude is carrying impacts on competitiveness in Indian organizations for the long period from the HRM department and its perspective. The factors showed influences to sustained competitive advantage from emotional attitude of employees' attitude dimensions of strategic perspective of the organization.

In the regression model factors of HRM practices from strategic perspectives are regressed on employees' attitude. R², adjusted R², standardized beta coefficients, and 't' - value depicted in the table 6.

Table 6: Regression Coefficient for Sustained competitive advantage with mediating variables of employees' attitude

DV	R ²	Adjusted R ²	Regression Coefficient					Collinearity Statistics		
			Variable(s)	Unstandardized		Standardized Beta	't'	Sig.	Tolerance	VIF
				Beta	Std. Error					
Sustained Competitive Advantage (SCA)	0.230	0.212	Constant	54.642	6.175		8.848	0.000***		
			Emotional attitude	0.819	0.321	0.288	2.550	0.012*	0.470	2.126

*p<0.05; **p<0.01 and ***p<0.001

From the table 6, it can be seen 23% of variability in the sustained competitive advantage (DV) is accounted for by the Independent Variables together (it's a multiple R² and shows goodness of fit). The table also gives F-test with statistically significant results (F (3,128) = 12.750; p = 0.000), which is significant at 0.001 level (p<0.001). Thus, the model is accepted and it further explains emotional attitude has obtained a beta value of 0.288 and its significant

value 0.012, which is significant at 0.05 level (p<0.05). It indicates that emotional attitude of the employees in the organization has influence on sustained competitive advantage.

Though we included the independent variables of emotional attitude, workplace attitude, cognitive attitude, and behavioral attitude of employees' attitude on sustained

competitive advantage in regression analysis, from the analysis, only emotional attitude variable has positive coefficient relationship from dimensions of employees' attitude on the predictor variable of sustained competitive advantage and other variables have not shown any impacts on it. It means that while from employees' attitude independent variable value increases; sustained competitive advantage value is also increases. It clearly says that independent variable (i.e. emotional attitude) of employees' attitude implemented by the human resource management department from strategic perspectives support to achieve sustained competitive advantage in Indian organization.

Implication for Practice

The outcome of the study would give insight into literature with concerning the psychological factors to some extent for both academicians and practitioners as well. Hence the present study focused on psycho-social variables such as employees' attitude and the study reveals from human resource perspective are to providing adequate welfare programs, cultural diversity, better work culture, liberty to have communication between colloquies & supervisors and freedom to take decisions on their work task and responsibilities would promote positive attitude among the employees in any organizations. However, employees' attitude as psychosocial variable influences achieving sustained competitive advantage in the long run.

5. Conclusion

An organization's future has no certainty, and change is rarely easy, and one always can expect resistance; however, HRM's shift to Strategic HRM is essential for both the viability of the field and for organizations everywhere. It is clear, therefore, that Strategic HRM can have important consequences for organizations. Thus, all HRM practitioners must realize this and respond accordingly, or HRM will find itself in the risk.

Employees and their responses are very important factors in any type of organization and its growth in order to achieve sustained competitive advantage. Employees' response towards any work task and employer's needs are fulfilling through positive attitude of employees. It is happening by the influence of strategic human resource management dimensions or factors.

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