

# *Human Resource Management Strategy and Performance Outcomes: A Study of Service Sector Institutions in Nepal*

**Gopal Man Pradhan, Ph.D.**

Associate Professor, Bhaktapur Multiple Campus, Faculty of Management, Tribhuvan University

email: pradhangopalman@gmail.com

https://orcid.org/0009-0003-9261-2126

**Puskar Prasad Pokharel**

Lecturer, Nepal Commerce Campus, T.U.

Email: puskar.pokharel@ncc.tu.edu.np

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## **Abstract**

This research work is concentrated to depict the relation and impact of HRM strategies and high-performance outcomes of service sector institutions in Nepal. HRM strategies represent through differentiation strategy, cost reduction strategy and quality focus strategy whereas high performance outcomes represent through productivity, quality and innovation. Employees of two hospitals, one airline, three insurance companies, and four commercial banks are included as samples for analysis in this study. A total of 476 questionnaires were distributed, and 424 (89%) of those copies were fully completed and returned for use in the study. The correlation results suggested that there is positive association between HRM strategies and performance outcomes but cost reduction strategy has high level of correlation with that of performance outcomes. Similarly, while analyzing the beta coefficient, variable of cost reduction strategy sensitivity to performance outcome is high followed by differentiation strategy and quality focus strategy therefore all the variables have positive impact on performance outcomes of service institutions. The research found that all three variables HRM strategies consisting of differentiation strategy, cost reduction strategy and quality focus strategy have positive correlation and impact on performance outcomes of service sector institutions.

**Keywords:** HRM Strategy, performance outcomes, productivity, quality and innovation

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## **Introduction**

Human resource management strategy is an important element for successful functioning of the organization in the modern business world. Companies that can able to manage their people effectively tend to have a greater performance outcome which supports to gain competitive advantage over their competitors (Adhikari et al., 2024). It is the fact that HR is considered as one of the most valuable assets in an organization, and the ability to optimize HR potential in terms of productivity, quality service, and innovation which will have a significant positive impact on the level of performance of the organization (Shrestha, 2022). Research on the relationship between HRM and organizational performance indicates that a variety of HR management system and features including hiring and selection, training initiatives (Bartel, 1994), performance reviews, pay and benefits (Gerhart 2000), and creative approaches (Huselid, 1995), are positively associated with labour productivity and organizational performance (Pradhan & Shrestha, 2023; Pradhan et al., 2023; 2024). In the current period of globalization, a liberal economy, and intense rivalry, businesses must contend with erratic obstacles and demands for quality, productivity, and innovation in order to adjust to the rapidly shifting global business landscape. In order to gain a competitive edge in business operations, it is imperative that human resource management (HRM) strategies be developed (Pradhan & Shrestha, 2021; 2022). This is done by increasing efficiency, preserving quality, and encouraging creativity and innovation in all aspects of corporate operations (Pradhan et al., 2024). In this context, "high-performance outcomes" refers to an organization's ability to not only meet the current expectations of its clients but also take into account their future requirements and demands by developing a strong point of differentiation in the goods and services it offers through ongoing research and development efforts to increase both the quantity and quality of its offerings. To achieve this, cautious and flexible teams of workers with members who are specialists and competent in their respective fields must be formed. These teams must be able to support the organization's long-term growth. In addition, companies must keep funding staff training, performance-based promotions, and the creation of a collaborative, innovative, and market-responsive workplace culture. In a dynamic and competitive business world, companies can position

themselves to stay relevant and competitive through high performance results by combining defined business objectives with effective people management techniques (Abdulwase et al., 2021). This study concentrated on three human resource management strategies consisting of differentiation strategy, cost reduction strategy and quality focus strategy and their relation and impact on performance outcomes of the organization in term of productivity, quality and innovation. The main objective of this research work is to find out the status of HRM strategies and performance outcomes of service sectors institutions of Nepal. Besides, its objective is to depict the relation between HRM strategies and their impact on performance outcomes of service sector institutions of Nepal. It also concentrated to find the impact of HRM strategies on the performance outcomes of service sector institutions of Nepal. The outcome of this study would be significant to various professionals and researchers who are interested to study the link between HRM strategies and performance outcome of various institutions.

## Literature Review

So, the HRM strategy's job is to clearly identify a company's medium-term HRM goals, with an emphasis on HR development, among other things, and to put up the right instruments and procedures to achieve them, especially those whose effects would take time. When HRM may be a key tool for developing the company's competitive advantage, the HRM strategy becomes even more crucial (Delery & Doty 1996). Similar findings have been reached by Becker and Gerhart (1996) and Boxall and Purcell (2003) after conducting thorough reviews of the foundational research on the connection between HRM practices and firm performance, which was conducted by Arthur (1994) and MacDuffie (1995) in the manufacturing sector and by Boxall and Purcell (2003) in the service sector. In a similar vein, studies by Begum (2016), Kiiru (2015), and Black and Lynch (1996) have demonstrated that companies that employ strategic human resources practices do better than those that employ rigid HR strategies in the same industry. As a result, it is advised that organizations adopt SHRM practices to ensure long-term success (Huselid, 1995; Huang, 1998; Kiiru, 2015; Begum, 2016). Gaining and preserving a competitive edge in business administration requires the implementation of efficient HR management techniques (Agustian et al., 2023). Optimizing people's potential, commitment, and productivity can significantly improve business performance and lay the groundwork for long-term growth and sustainability (Wahyoedi et al., 2023). Numerous empirical studies seem to support the idea that human resources constitute a competitive advantage since they are difficult for competitors to copy and much more difficult to replace within the same organization. A cost-benefit analysis of potential HRM methods is a crucial component of the HRM strategy (Boxall et al. 2007; Dyer & Reeves 2009). On the other side, a major practical drawback of HR strategies is their lack of specificity or lack of action to accomplish their HR goals, as well as their formal and imprecise nature and disconnection from the entire corporate strategy (Becker & Gerhart 1996).

An organization's workforce and human resources are managed through a planned and coordinated strategy known as the Human Resource Management (HRM) Strategy (Youndt et al., 1996). Achieving desired results and maximizing employee contributions to the success of the company are the main objectives of HRM (Khan, 2018; Shrestha & Pradhan, 2022). In order to optimize productivity, employee happiness, and organizational competitive advantage, human resource management (HRM) comprises a collection of principles, policies, procedures, and activities. The field of human resource management (HRM) has seen a significant transformation due to the advancement of information and communication technology. Significant changes in several organizational characteristics have been made possible by the use of technology in HR management (Barišić et al. 2021). The improvement in HR procedures' efficacy and efficiency is one of the main effects. Organizations can improve internal communication through integrated digital platforms, handle employee data more correctly and conveniently, and provide individualized training and development for staff members thanks to technology (Zhang & Chen, 2023). Human resource planning, recruiting and selection, training and development, compensation and reward systems, performance evaluation, career planning, job design, conflict resolution, change management, and so on are just a few of the numerous components that make up HRM strategies. However, in order to get a competitive edge in the market, HRM strategies and business strategies need to be linked.

### *Human Resource Management Strategy*

Through the acquisition and development of an organization's human capital, human resource management methods influence employee aptitudes. "Human capital compares to any supply of learning or that adds to his or her efficiency." The caliber and type of skills that new hires possess will be greatly influenced by enrollment strategies that provide a large pool of eligible applicants. The growth of representatives can also be impacted by providing both

formal and informal training experiences, such as basic knowledge preparation, on-the-job training, coaching, and administrative development. Using legitimate selection approaches to find appropriately competent employees and extensive planning to develop current employees are two ways that human resource management strategies might influence representatives. In fact, even highly skilled individuals will not function well if they are not convinced. The literature shows that the analysts have used three techniques to examine the relationship between execution and human resource management strategies. They are the possibilities of universalistic and configurational approaches (Delery & Doty, 1996). According to the possibilities approach, the effectiveness of an association's HRM practices depends on how well they fit or is consistent with other activities within the group or its state. From a behavioral standpoint, the possibility approach asserts that a unique combination of employee attitudes and behaviors is necessary to successfully implement an association's strategies. Human resource management procedures should be packaged or designed to provide the best possible level and vertical fit, according to the configurationally approach. Vertical fit refers to the alignment of HRM practices with other hierarchical attributes, whereas flat fit refers to the implementation of consistent packages of HRM practices (Arthur, 1994). Therefore, the effectiveness of any human resource management technique depends on how it is linked to other human resource management strategies (Shrestha & Prajapati, 2024); it cannot be used as a stand-alone practice. Given that the public sector appears to be changing due to the influence of new managerialism, it is appropriate to ask whether organizations in this sector have a different perspective on human resource management than they had in the past. To determine whether private sector approaches to performance management and human resource management are replicated in a public sector setting, more research should be done on whether HRM is considered strategic within a public sector organization and how it might be connected to that organization's business strategy (Worland & Manning 2005). Performance outcomes can be evaluated in terms of productivity, quality, and innovation, and human resource management strategies can include differentiation (innovation), quality focus, and cost reduction (Guest, 1997).

**Differential Strategy:** It's a strategy used by HR managers to create a special skill or service that both internal (employees) and external (outside the company, like vendors) clients will find superior to or different from services provided by other HR managers (competitors) in relation to the industry's internal and external labor markets. . Therefore, an HR manager can set themselves apart from other HR managers in the competition by using a differentiation approach. Understanding the impact of business investment in HR systems and practices on organizational performance is a primary goal of strategic human resource (HR) management research (Delery & Doty, 1996). In order to establish a theory that explains the effects of within-firm HR differentiation on employee attitudes and behaviors as well as firm performance, more research is necessary (Becker & Huselid, 2006; Huselid & Becker, 2011; Jackson, Schuler, & Jiang, 2014). The potential for HR system differentiation to decrease perceptions of corporate commitment (Marescaux, De Winne, & Sels, 2013; Shrestha & Pradhan, 2023), and fairness (Lepak et al., 2007) among employees who experience less favorable outcomes makes this line of research crucial.

**Cost Reduction Strategy:** Achieving a significant and long-lasting decrease in the unit cost of produced goods or services without compromising their suitability for their intended purpose is known as cost reduction. Real cost reduction and productivity gains are required. As the need to increase productivity and the demand for high-value services rise, cost minimization continues to be a top goal for HR. It is an ongoing, business-oriented discipline that seeks to reduce costs and increase organizational value. Even while the financial benefit is clearly significant, other aspects like the impact on operations and employee satisfaction also need to be taken into account. positive results. Prioritizing employee development and succession planning, hiring and retaining clever employees, automating everything, combining benefits and costs, outsourcing, and performing a cost-value analysis for everything are all part of HRM's cost-cutting approach. The goal of the cost-cutting plan is to increase consumers' purchasing power and make them aware of the options available to them. By providing a far better value proposition to the clients, this approach may increase sales. Outsourcing, downsizing, talent management, process management, and making the most of human abilities and efficiency for productive goals are just a few of the methods that Gandolfi (2008) proposed for reducing costs using HRM practices.

**Quality Focus Strategy:** The nature of competition, the necessity of speeding up the order cycle to delivery, the significance of adding value to goods and services as a means of generating customer demand, shifts in organizational and employee culture, and growing demands for delegation and teamwork in organizations are some environmental changes that, according to Fred G. Steingraber, most suppress the need for control (Edward, 1993). The Management Control Concept Managers at all levels use the management control process to make sure their

subordinates carry out the planned course of action. The practice of making sure that planned actions are followed by actual activity is known as management control. Control enables managers to keep an eye on how well their organization, leadership, and planning efforts are working. Taking the required corrective action is a crucial step in the control process. Brainstorming sessions, idea boxes, vacation activities, and communication are all tools for change. Failure and hope are two key tenets that give rise to the idea of "empowerment" (Goetsch, 2003). In contrast to empowerment, which entails preparing your staff by enhancing their confidence and competence and by communicating a clear vision and goals, empowerment, according to Scott Williams, focuses on preparing staff to increase their trust and competence. Newstrom defines empowerment as the process of granting workers more freedom by increasing their access to knowledge and performance control. The goal of empowerment is to improve the capacity to get early strengthening in order to fulfill the desires that are fulfilled. When people are empowered, they will become more independent in their thoughts, attitudes, and behaviors, which will improve their life expectancy.

### ***Performance outcomes***

Supervisors can motivate representatives to work harder and more quickly by using human resource management exercises. The superior work framework also calls for consistent human resource practices that enhance specialized skills and inspire workers to use their strengths and show interest in making decisions. Despite being widely hailed as beneficial for both companies and representatives, High Performance Work Practices (HPWPs) necessitate significant attention to human capital in the form of planning, activity coordination, and time for worker and administrative input. Due to the intense interest in human capital, if the speculation isn't offset by increased proficiency and adequacy, the assessment of these procedures may suffer. Many experts argued that human resource management improves an organization's effectiveness and advantages, which are more noticeable when reciprocal packs are used in tandem. There are two ways to study the organization's performance outcomes: high performance outcomes and low performance outcomes. Productivity, quality, and innovation are indicators of a business entity's high performance, while absenteeism, employee turnover, conflict, and customer complaints are indicators of a low performance company (Guest, 1997). High performance results have been the focus of this study project, which aims to preserve the connection between HRM strategy and high-performance outcomes in service sector organizations.

***Productivity:*** An organization is said to be productive if it able to utilize resources in effectively. These resources consist of human resources, money, materials, machines and technology. The proper use of resources at the time of transferring into output helps to minimize cost. HRM strategy focuses on proper use of human skills and efficiency would be supportive for proper use of physical resources of the organization. The proper use of organizational resources would be helpful for minimization of wastage of resources, maximize productivity, maintain quality and minimize cost of products and services. It would be the source of competitive strengths of the organization in the market with the competitors.

***Quality:*** Customers regard quality as the ability to meet their needs via excellence. Customers are the primary quality assessors since the success of the company is based on their purchasing decisions. Customers typically base their opinion of greatness on how well the goods or services meet their demands. It is a feeling of admiration for a product or service that is superior to others. The management should concentrate on offering higher-quality goods and services at more affordable costs. They ought to consider how each organizational procedure might be completed in order to deliver goods and services that meet the demands of the clients.

***Innovation:*** Innovation is the creation of a novel concept and its application to new goods or services that can benefit consumers. Stated differently, innovation is the process of turning an invention or concept into a product or service that adds value and that customers are willing to pay for. Innovation is the deliberate use of knowledge, creativity, and initiative to extract more value from resources. It covers every step involved in creating new concepts and turning them into practical goods and services. According to Royal and O'Donnell (2005), qualitative human capital analysis could help forecast an organization's long-term viability and financial success. When using high involvement management (HIM) to achieve sustainable high performance workplace results, Gollan (2005) lists some factors that firms should take into account.

### **Research Methodology**

The primary data used in this study was gathered by the distribution of questionnaires to convenient respondents from Nepalese service sector entities, including banks, insurance companies, airlines, and hospitals. This research is of the descriptive, correlational, and causal comparison types. HRM strategy-related factors have been considered in this

study in order to get input from employees at the management and assistant levels. The purpose of this study is to determine how HRM strategy affects the performance outcomes of Nepali service sector entities.

Descriptive, correlational, and causal comparative research designs were used in this study to analyze the many issues that were brought up. Fact-finding, conceptualization, description, and operation searching for sufficient information in the context of HRM strategy and its effects on performance outcomes of service sector organizations in Nepal are the goals of the descriptive study design. The research strategy used in this study is the same as that used in earlier studies, such as (Amstrong, 2012), and it is informed by the research framework options provided by David E. Guest, 1997.

Primary sources, such as questionnaires, were used to gather the data and information required to fulfill the research's goals. Ten service sector organizations consisting of four commercial banks, three insurance companies, one airline, and two hospitals are the source of data used in this study. Two types of data were gathered for examination in this survey research which includes respondents' detailed information regarding HRM strategy and performance outcomes. The questionnaire was created using previous research, as stated by Guest (2002). In essence, this study considered the normative theory of preserving the relationship between HRM strategy and performance outcomes.

The research tools used in this study are guided by former researchers and academicians. The respondents were given a thorough explanation of the study's goal and every feature of the questionnaire by the researcher. The chosen responders are workers at various levels, including assistant, officer, and managerial. They are made aware that any information they submit will be kept private and used exclusively for research purposes only. Employees of two hospitals, one airline, three insurance companies, and four commercial banks are included as samples for analysis in this study. In total 476 questionnaire have been distributed and 424 (89%) copies that are completely filled and returned are utilized for the purpose of the study. The following table shows the detail information of sample respondents:

**Table 1**  
***Pearson Correlation and Spearman Rho***

Particulars /No. of respondents	Commercial Banks	Insurance Companies	Airline	Hospitals	Total
No of sample Institutions	4	3	1	2	10
No. of questionnaire distributed	212	172	34	58	476
No. of response received	188	152	32	52	424
Percentage of respondent	89%	88%	94%	90%	89%

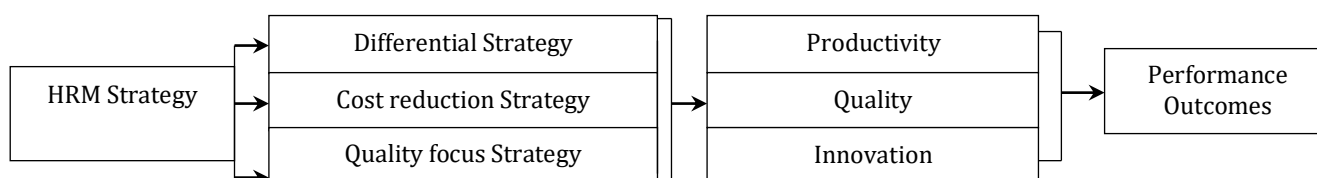
The sample institutions were selected on judgmental sampling approach, in which rather than the statistical logic, convenience and relevancy were focused. Though 476 questionnaires were distributed, only the responses of 424 questionnaires were received which were used in this study as they were in usable form. The study is based on cross sectional analysis.

### ***Research Framework***

HRM strategy consists of differential strategy, cost reduction strategy and quality focus strategy whereas high performance outcomes of a business entity represent by productivity, quality and innovation (Guest, 1997). This study focused on HRM strategy consisting of differential strategy, cost reduction strategy and quality focus strategy of Nepalese service sector institutions. Besides, this research concentrated to know about relation and impact of HRM strategy and performance outcomes in terms of productivity, quality, and innovation of service sector institutions of Nepal. Based on the study of various literatures, the research framework is presented as follows:

**Figure 1**

### ***Research Framework***



### Research Hypothesis

The main objectives of this study are to explore the relationship between HRM strategies and performance outcomes of service sector institutions of Nepal consisting of banks, insurance companies, airlines, and hotel industries. On the basis of above objectives and relation, following hypotheses are explored:

- **Hypothesis 1:** There is a significant and positive relation and impact of differential strategy on performance outcomes in terms of productivity, quality, and innovation of service sector institutions of Nepal.
- **Hypothesis 2:** There is a significant and positive relation and impact of cost reduction strategy on performance outcomes in terms of productivity, quality, and innovation of service sector institutions of Nepal.
- **Hypothesis 3:** There is a significant and positive relation and impact of quality focus strategy on performance outcomes in terms of productivity, quality and innovation of service sector institutions of Nepal.

### Results and Analysis

#### Status of HRM Strategies in Nepalese Service Sector Institutions

An attempt was made to reveal the current state of HRM strategies in Nepali service sector organizations. The variables of HRM methods are examined using the body of existing literature in the subject as a guide. Differential strategy, cost reduction strategy, and quality focus strategy are the elements of HRM strategies that were examined. Both configurational and universalistic viewpoints are used to study these elements. According to the "universalistic" viewpoint, some HRM techniques are always superior to others, and all businesses should use them whenever possible to improve performance. According to the "configurationally" perspective, in order to improve firm performance outcomes, several interdependent HR initiatives must work together (Wright and Haggerty, 2005). To achieve high performance outcomes in terms of productivity, quality, and innovation, HRM practices have been applied to some extent in Nepalese service sector organizations.

#### Correlation of HRM Strategy and High-Performance Outcomes

This study has provided correlation between independent variables of HRM strategies in terms of Differentiation Strategy (DS), Cost Reduction Strategy (CRS), Quality Focus Strategy (QFS) and dependent variable of performance outcomes in terms of Productivity (PD), Quality (QY) and Innovation (IN). The P-value is presented in the parenthesis \* and \*\* represents coefficient are significant at 5 percent and 1 percent level respectively.

**Table 2**

#### Pearson Correlation and Spearman Rho

Variables	DS	CRS	QFS	PD	QY	IN	PO
Differential Strategy (DS)	1						
Cost Reduction Strategy	0.421*	1					
Quality Focus Strategy (QFS)	0.441*	0.549*	1				
Productivity (PD)	0.405*	0.558*	0.512*	1			
Quality (QY)	0.366*	0.594*	0.453*	0.436*	1		
Innovation (IN)	0.428*	0.491*	0.484*	0.462*	0.424*	1	
Performance outcomes (PO)	0.400*	0.548*	0.483*	0.449*	0.456*	0.482*	1

\*\*. Correlation is significant at the 0.01 level (2-tailed)

The relationship between different HRM strategy variables—such as differentiation strategy (DS), cost reduction strategy (CRS), and quality focus strategy (QFS)—and performance results in terms of productivity, quality, and innovation was displayed in the correlation analysis table above. According to the Pearson correlation, HRM strategy variables such as differentiation strategy, cost reduction strategy, and quality focus strategy have positive correlations with performance outcomes in terms of productivity, quality, and innovation. These correlations are statistically significant at the five percent level. According to the correlation data, HRM tactics and performance outcomes are positively correlated, but cost reduction techniques and performance outcomes are highly correlated. Amstrong's (2012) previous hypothesis supports the outcome. Additionally, the results showed that performance outcomes increased with HRM practices.

#### Effect of HRM Strategies on High Performance Outcomes

For depiction of the effect of HRM strategies on high performance outcomes of service sector institutions of Nepal, a multiple regression model is taken into account. In this multiple regression model performance outcome is considered as dependent variable Y and three HRM strategies variables consisting of differentiation strategy, cost reduction

strategy and quality focus strategy are considered as independent variables. The following multiple regression results show the effect of three variables of HRM strategies on performance outcome of service institutions of Nepal:

**Table 3**

***Pearson Correlation and Spearman Rho***

Model	Unstandardized Coefficients		t	Beta	Sig.
	B	Std. Error			
(Constant)	6.872	0.689			0.000**
Differentiation Strategy (DS)	0.323	0.034	4.201	0.223	0.022*
Cost Reduction Strategy (CRS)	0.421	0.042	4.431	0.242	0.001**
Quality Focus Strategy (QFS)	0.312	0.037	4.312	0.212	0.040*
Performance outcome (PO)	0.346	0.062	4.121	0.232	0.021*
<i>Note: R= 0.521, R<sup>2</sup> = 0.467, Adjusted R<sup>2</sup> = 0.456, F- Value= 24.212</i>					
<i>Note: *p&lt;0.05, **p&lt;0.01</i>					
<i>a. Dependent Variable: Performance outcomes</i>					

$$\begin{aligned}
 Y &= a + b_1DS + b_2CRS + b_3QFS + e \\
 &= 6.872 + 0.323 DS + 0.421CRS + 0.312 QFS + e \\
 T &= (6.872), (4.201), (4.431), (4.312), (4.121) \\
 p\text{-value} &= 0.022^*, 0.001^{**}, 0.040^*, 0.021^* \\
 R &= 0.521, R^2 = 0.467, \text{Adjusted } R^2 = 0.456, F\text{-Value} = 24.121 \\
 \text{Overall } p\text{-value} &= 0.000^{**}
 \end{aligned}$$

The above multiple regression table shows that the  $R^2$  is 0.467. It means that only 46.7% of the total variation is explained by this model and other part of explanation is made by other variables which are not included in this study. The F- value is 24.212 and overall p-value is 0.000. Thus, the multiple regression model used in this study is fit and appropriate because ANOVA results show that the F- value is significant at 5% level of significant. The calculated p-values of differential strategy, cost reduction strategy and quality focus strategy consist of 0.022, 0.001, and 0.040 respectfully which are significant at 5% level of significant. Therefore, both three variables HRM strategies are the predictors of the performance outcomes. While analyzing the beta coefficient, single variable cost reduction strategy sensitivity to performance outcome is high (0.242) followed by differentiation strategy (0.223), and quality focus strategy (0.212) therefore all the variables have positive impact on performance outcomes of service institutions. However, cost reduction strategy has high level of impact on performance outcomes as compare to other variables studied.

## Conclusion

The study's background, problem, and research question statements, research objectives, theories of the relationship between HRM practices and performance outcomes, and theoretical framework are where this research project begins. The nature of the research, the research design, the research hypothesis, the population and samples, the state of HRM strategies in Nepalese service sector institutions, Pearson and Spearman Rho Correlation, and multiple regression analysis are all discussed in detail in this study in order to determine how HRM strategies affect performance outcomes. With an  $R^2$  of 0.467, the multiple regression model used to determine how HRM practices affect performance outcomes only explains 46.7% of the overall variation; the remaining portion is explained by variables not included in this study. The total p-value is 0.000 and the F-value is 24.121. The sensitivity of the single variable cost reduction approach to performance outcomes is high, followed by the differentiation strategy and the quality emphasis strategy, according to the beta coefficient analysis. As a result, all three of the HRM strategy's variables are regarded as important and meaningful indicators of performance outcomes in terms of quality, innovation, and productivity.

The study concluded that all three HRM strategies—differentiation, cost-cutting, and quality-focused—had a favorable effect on the performance results of organizations in the service industry. The main focus of this study was to evaluate the impact of HRM strategies variables consisting of differentiation strategy, cost reduction strategy and quality focus strategy on performance outcomes of service sector institutions of Nepal in terms of productivity, quality, and innovation. Based on Guest (1997) and Armstrong (2012), researcher came into conclusion that HRM strategies have positive correlation and impact on performance outcomes of service sector and other forms of

business entities. It means that if Nepalese service sector institutions invest a significant resources and effort for development of proper HRM strategies to develop high performance outcomes it would be supportive for improvement of overall performance and competitive position of the organization.

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