People are considered as the most important assets of an organization. The success of an organization largely depends on the knowledge, skill and attitude of its employees and hence the organization should implement appropriate human resource practices for improving the performance of the employees. HR Practices will enable effective utilization of human resources and improve employee and organizational performance. The main objective of human resource practices is to differentiate the organization from its competitors by effective and efficient implementation of human resource practices and to increase productivity and quality, and to gain the competitive advantage of a workforce strategically aligned with the organizations goals and objectives. Though human resource practices are implemented effectively in the organization, the working atmosphere of the organization remains encouraging. It will result in good organization performance and the success of the organization motivates the employees of the organization to continue relationship with it. Devender Singh Muchhal, (2014).explored human resource practices are the most important tools of any organization to fulfil majority of the organizational goals for better performance of the employees working in the organization. Some of the previous related and relevant studies are reviewed in this chapter. This chapter also reviews the literature relevant to the subject matter of this research.
2.1 VARIABLES RELATED TO HUMAN RESOURCE PRACTICES

- Quality of work life
- Training & Development
- Recruitment & Selection
- Stress
- Motivation
- Compensation
- Performance Appraisal
- Career Advancement
- Organizational Communication
- Organizational Culture
- Job Security
- Employee-Employer Relationship
- Job Performance

2.1.1 Studies related to quality of work life on performance

Sivakumar & Ganesan (2014) emphasized that the staff members of the self finance and aided institutions in the study area felt that there is a difference in their quality of work life. The study opined that, in order to increase the quality of work life of college teachers of self finance and aided institutions, the management should provide good infrastructure facilities, work environment to the all faculty and staff members. Both primary and secondary data have been used for the study. The compensation/remuneration to the staff members should be fixed without any bias. All the staff members should be motivated for their achievements in their teaching profession. Recognition and promotion should be given for all the dedicated staff members in the institution. Primary data have been collected through the pre-tested interview schedule and pilot study has been conducted to know the
reliability of the data. The sample for the present study is drawn from the 34 Arts and Science colleges functioning in the Madurai district, which are affiliated to the Madurai Kamaraj University. There are 3000 teachers: 1115 in government aided colleges and 1885 in self-financing colleges working in the study area. Out of these 420 sample respondents, 240 from self-financing colleges and 180 government-aided colleges are selected by using the disproportionate stratified random sampling technique.

Pooja Gupta & Rimpi Gupta (2013) conducted a research and the data was collected from 608 Govt. Degree College teachers selected from Jammu city colleges i.e. 399 permanent and 209 contractual teachers. Census method was used to collect the data. Only 305 questionnaires were returned back (50 % response rate) have been utilized to analyze and draw interpretations. The study revealed that Quality of Work Life is a multidimensional phenomenon and the teachers working in the govt. degree colleges in Jammu district are satisfied with their quality of work life and it is above the average. They are also satisfied with the participation in decision making process and grievance handling procedure practiced in colleges because their problems are fairly handled and solved appropriately. Moreover the management provides opportunity to give valuable suggestions. Teachers are moderately satisfied with the physical environment because working conditions are not highly satisfied like adequate & comfortable furniture, lighting & ventilation in rooms etc. The result of the study reveals that teachers are satisfied with the work-life balance as they have enough time away from work to attend their family and societal obligations. But on the other hand compared to other HR practices, teachers are least pleased with payment and wage related factors. The research found that their salary is inadequate as it is less than what they deserve. The dissatisfaction level
regarding remuneration and related factors is very soaring among contractual teachers than the permanent teachers.

Sandhya Nair (2013) examined in their article titled “The effect of quality of work life on organizational citizen ship behaviour with special reference to college teachers in Thrissur district Kerala” that the respondents have an average QWL and Female Teachers have a better QWL compared to Men. The method of this research is a descriptive study. Statistical population includes teachers from aided colleges and management institutions in Thrissur district, Kerala. The study used Inventory to collect required information. The sampling method used in this study is purposive sampling which means sample were selected by the researcher subjectively, that appeared to be representative of the population. A standard and tested inventory was administered to a set of 15 male and 15 female college teachers totalling to 30 irrespective of their age and designation. All the inventory were returned and contained completed information. The study used both primary and secondary data. The primary data were collected with the help of an inventory constructed based on 8 QWL and 2 OCB dimensions and factors. Analysis was conducted using the statistical package SPSS. The significant differences between men and women in the QWL factors, the mean values reported by women and by men were compared using t-test. “The findings of this study are preliminary and should be considered as preliminary as no much study is done to establish the role of moderating variable”. “The study primarily aimed at understanding the gap between the perceived QWL among college teachers and its effect on OCB. It was well understood that there exist a wide gap between the socially desirable class of behaviour and the behaviour of teachers in an observable form with respect to their perception of QWL Colleges”. The major issues are identified as inter generational communications and interpersonal trust among teachers, which affects their QWL.
Jain Bindu & Swami Yashika (2014) conducted a study to measure the various aspects of work life of college teachers in general and to find out differences in perception on the basis of their gender. The study was conducted with the help of interview schedule covering questions relating to time management, spiritual orientation, values, and stress and job satisfaction. The researchers came to the conclusion that junior college teachers experience more stress on most of the dimensions of stress in comparison to senior teachers and female teachers have more role over load and inter role distance stress. The study opined that there is a positive relationship between job satisfaction and QWL dimensions. Specifically in the study it was found that QWL of academicians, particularly in the private technical institutions, is not in a better condition. The major cause of dissatisfaction was found to be opportunity for career advancement, job security and remuneration and wage related factors.

Dhrub Kumar & J M Deo (2011) examined the various aspects of work life of college teachers in general and to find out differences in perception on the basis of their gender. The study was conducted with the help of interview schedule covering questions relating to time management, spiritual orientation, values, stress and job satisfaction. The researchers came to the conclusion that junior college teachers experience more stress on most of the dimensions of stress in comparison to senior teachers and female teachers have more role over load and inter role distance stress. Sample size for the study is 100 teachers of different universities in Bihar and Jharkhand 76 lecturers, 22 readers and 2 professors. Correlation and regression analysis is used as statistical to analysis the data. Particularly in the study it was found that junior college teachers experience significantly high level of stress. The main reason for female teachers job stress may be their involvement in
household affairs at one end and work load at college. Also female teachers have high motivation and spiritual orientation.

2.1.2 Studies related to training on performance

Smith et al., (2008) established a model to proof goal theory. Employees participated in a training program of a nonprofits organization. It was found that goal orientation predicted a significant proportion of variance in the proximal antecedents. It was found that the role of goal intentions in predicting outcomes support the proposed model. Goal intentions are in-between to maintain relationship between proximal antecedents and training outcomes. Valence alone was found to be a significant mediator between goal orientation and goal intention.

Sahinidis & Bouris (2008) examined the relationship between perceived employee training effectiveness and job satisfaction, motivation and commitment. It was found that there is a significant correlation between the employee perceived training effectiveness and other independent variables. Training effectiveness has a great role in achieving both individual as well as organizational goals.

In a study conducted by Rowold (2007) it is indicated that learning depends on extraversion and agreeableness. The influence of extraversion on transfer, motivation is mediated by motivation to learn. In this empirical study, a sample of ninety four employees from call centres participated in the training program. He developed a model that proposed the influences on training related aspects of knowledge, skills and attitudes that results to motivation.
Bates (2001) examined a model for employee participation in training activities in a public sector, suggested that training, transfer, success and motivation play an important role in employees intention to attend a training program in future. This study has developed a model of employee participation in training. Different parameters are considered to find out whether the employees who participated in training program will attend similar program in future.

Machin & Forgarty (2003), conducted empirical test of conceptual model of training transfer. The study resulted in the trainees perception on various training transfer activities. It includes that learning, devotion, stimulus variability, self management activities and goal setting would predict the same. Post training, self efficacy and transfer enhancing activities predicts transfer implementation intentions.

Egan et al., (2004) examined the influence of organization learning culture, job satisfaction, and outcomes with a sample of employees from IT industry in USA. The result shows that there is a significant relationship between learning organizational culture and job satisfaction of employees at IT industry in United States.

Gumuseli & Ergin (2002) determined the impact of manager’s reinforcement on incumbent’s job attitude, productivity, effectiveness and satisfaction. Always it is being noticed in the study that transfer of KSA is possible with participant’s attitude and also his perception about the program. The study also stated that support from the managers would enhance training transfer in a positive manner.
2.1.3 Studies related to recruitment and selection on performance

Ombui Kep, et al., (2012) in the study “The influence of recruitment and selection on the performance of employees in research institution in Kenya” examined that there is growing evidence that human resource management practice can play an important role in attaining high quality employees that lead to better output and high confidence. The study considered the null hypothesis that ‘recruitment and selection do not influence employee performance in research institution in Kenya’. Research design for the study is descriptive and correlation analysis is done in order to arrive certain conclusions on the established objectives. “Sampling technique used in this study is stratified sampling technique. Sample size for the study is 256 employees. Independent and dependent variables are recruitment and selection & employee performance respectively”. The Statistical techniques used to analyze quantitative data are t-test, normality test and ANOVA. The Statistical tool used for the study is statistical package for social science (SPSS). Out of 256 questionnaires distributed, a total of 184 were returned which represent a response rate of 71.9%. This response rate was satisfactory. “The study rejects the null hypothesis that there is no significant linear relationship between recruitment and selection and employee performance in research institution in Kenya”. The study accepts the alternative hypothesis that there is a significant linear relationship between recruitment and selection and employee performance. There was a highly significant linear correlation between recruitment & selection and employee performance. The relationships between the two variables are very close. If recruitment and selection is conducted in an objective and professional manner, then it is likely to improve employee performance. Effectiveness of recruitment and selection will determine whether organization will get the exact person who are ready to deliver and the calibre of employees during the recruitment and selection process will determine whether they will perform or not. “According to the result of regression, recruitment and
selection was found to have a positive influence on employee performance and if recruitment and selection process do not come together and compromise, then an organization is capable of procuring employees who are committed to the ideals of the organization”. “Employees who are recruited and selected objectively tend to be more productive”. It is suggested that recruitment and selection process should be objective as much as possible. Job specification description and analysis should be developed and strictly adhered to during the recruitment and selection process. It is also important to have an expert interview board which not biased.

Opayemi A.S et al., (2013) proposed in their study “perception of selection interview, selection test and employee performance: an empirical analysis” that making wrong selection decision may have a far reaching impact on the organizational functioning, including loss of productivity, cost of hiring, orientation and training in replacing a non- performing employee. “The objective of the study is to analyze the link between selection interview, selection test and employee performance and the sample size for the study include 96 male respondents and 94 female respondents of 190 participant’s academic and non-academic staff of Lead City University”. “Independent variable is selection interview and selection test and dependent variable is employee performance. Statistical technique considered for the study includes t-test and One- way ANOVA. The statistical tool used for the study is statistical package for social science (SPSS).” “In the study it was examined that female university employees reported more favourable perception of the link among selection interviews, selection test and employee performance than male university employees. Also female university employees have a better understanding that effective selection test and selection interview produced best candidates”. It is understood that smart selection test and interview produced good results which are good for organizational effectiveness. The
tested hypothesis says that single university employees reported more favourable perception of the link between selection test and selection interview and employee performance than married university employees. From the study it is revealed that age group of university employees significantly influenced their perception of the link between selection interview, selection test and employee performance. It is suggested and noticed that for employee performance excellence, organizations must search for HR practices that improve their proposal for spirited advantage such as sound strategy for employee selection. Apart from providing adequate resources to get job done right and on time, adequate screening and selection of suitable employee must be given careful attention.

Mustaph et al., (2013) examined in the study “The Impact of Well Planned Recruitment and Selection Process on Corporate Performance in Nigerian Banking Industry” that always a sound recruitment program reasonably follows a well-drawn-up manpower plan. The process of acquiring and selecting personnel was the main interest and concern of this study. Recruitment and selection begins with the clear statement of objectives based on the type of (KSA) knowledge, skills, abilities and other characteristics that an organization requires. “Objectives of the study are to determine whether a well-planned recruitment and selection process has an impact on corporate performance”. “Sample size of the study was 250 i.e. 250 questionnaire were distributed and 240 were received (with a response rate of 96%)”. Statistical techniques used are regression analysis and ANOVA. Statistical tool used as package for the study is statistical package for social science (SPSS). Results of the study revealed that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and organizational long term goals and objectives. To build a strong organizational team work and the individual needs are realized at the same time in which the
poor recruitment effort could lead to the selection of weak applicants because positions are to be filled too fast. In fact, poor recruitment and selection process could affect individual development and hinders the organization from achieving its established set goal and long term objectives. The organization must re-adopt recruitment policies and practices which are internally consistent and are also reliable with the objectives of the organization, employees and the outlook of the larger society. If the recruitment and selection process need to be efficient and effective, it should be consistent with an established standard, fair, transparent, and ensures that it could achieve both organizational and individual goals and objectives.

In the study undertaken by Nazir. A. Nazir et al., (2014) identified that “P-O fit has shown significant relationship between important individual outcome variables such as job satisfaction, organizational commitment and performance”. “Research found that those individuals having high social contact with other people have a reward system and were better performers in organization of humanitarian climates when compared to less sociable co-workers”. The study results shows that Individuals with high need for social contact and interdependence with other people and who perceive the organization climate are open and empathetic and were more highly satisfied than others. “A high level of P-O fit was positively associated with organizational commitment, satisfaction and prolonged existence with an organization policies and goals”. Results revealed that employees having value profiles similar to their employing organization were more likely to stay with the organization. Both extrinsic measures of success (salary, job level, promotion etc.) and intrinsic measure of success (job and life satisfaction) were significantly influenced to fit into the organization. P-O fit between individual and organization values which tends to increase the individual
attachment and involvement with the organization that leads to higher morale and improved productivity among the employees.

2.1.4 Studies related to job stress on performance

Anwar Khan (2012) examined the situation that the teachers in Kenya always depicted lack of commitment and devotion in their work place. Poor remuneration always leads to low morale and results to numerous strikes from the part of teachers. Variables used in the study include job stress, and employee’s job performance as independent variable and dependent variable respectively. A conceptual research paper proposed the idea of job stress affects the performance of teachers. Teachers facilitate in the process of creation, acquisition and dissemination of knowledge which is very important in the continued existence and growth of nations. The teacher’s performances are influenced by the internal and external organizational factors in which disruption in the function can create stress among the teachers which can result in job dissatisfaction and de-motivation which will result in absenteeism, labour turnover and violence at work. As a part of stress management there are certain factors that can act as moderators that can control stress among them which is termed as resources. Providing suitable job resources can help the teachers in fighting with stress, in which proper balances between the resources are utilized and the stress managed, the results would be maximum performance else negative performance.

Muthuvelayutham, C. and Mohanasundaram, H (2012) has used multiple regression analysis to find out the relationship between occupational stresses (OS) and job involvement. Several factors like stress, job involvement as independent variables and job satisfaction as dependent variable. Respectively population for the study is teachers from selected engineering colleges affiliated to Anna University Trichy and sample size considered for
the study were 422 samples collected out of 2065 teachers. At the end of the analysis the researcher has come to the conclusion that stress can be reduced when the OS factors are addressed and there is considerable level of impact of stress on job satisfaction and job involvement among the teachers. However, the author has expressed his opinion that OS dimensions and factors that used for the study alone are not the only factors that influence job satisfaction and job involvement.

In the study undertaken by Ashfaq Ahmed & Muhammad Ramzan (2013) found that there exists some relationship between job stress and job performance of employees working in the banking sector of Pakistan. Variables used in the study are job stress and job performance. Population used for the study were graduate employees including customer service officers and managers of well reputed banks in Pakistan and the sample size is 144. Co- relation and Regression analysis was used to find out the relationship between the variables. Based on the data analysed 1% of job stress have 52.7% effect on job performance, which is negatively correlated to job stress. Regression analysis that showed the impact of job stress on job performance is 27.8 %. However a minimal level of stress helps to increase job performance and increasing level of stress decreases and discourage the job performance.

Alyas Qadeer Tahir (2011) explored the stress level in teaching job at college level in Pakistan. There were two main questions discussed in this study, ‘Is there any stress in teaching job? If yes, What are those’ and ‘how stress effect the performance of cadres of college teachers in public and private sectors in Pakistan’. Stress in teaching varies to the ranks hold by the teachers and environment where they are working. “The study examines all the factors causing the stress for teachers working in different levels and the performance of teachers in terms of output and the satisfaction level of
teachers towards their jobs”. Statistical treatment was given to the data gathered from 106 college teachers of public and private sectors selected through stratified sampling technique. The test of regression analysis, t-test, one-way ANOVA and two-way ANOVA were applied. It was found that intrinsic and extrinsic variables have positive effects on academic performance of college teachers. “As a result of the study, no statistical difference was noted in academic performance of teachers of boys and girls colleges whereas significant difference was found between academic performance of teachers of public and private colleges”. “There was no statistical significance found at the p>0.05 level of academic performance for different cadres of college teachers and also for their teaching experience”. However, there was statistical significance noted at the p<0.05 level in academic performance for the public and private colleges. The interaction effect between cadres of college teachers and their experience was not statistically significant and the main effect for these two factors did not reach the statistical significance. The results of the study are interesting and may help in exploring the possibilities of sharing and generating cross-cultural studies among countries of the region. The teaching stress is found to be one of the factors that influence the academic performance of college teachers. However, this influence is observed deeply in teachers of private colleges of Pakistan. The teachers’ community in Pakistan comes under a medium low category. The intrinsic factors are affecting adversely in this community. Pakistan cannot afford such type of situation especially when the new curriculum (Government of Pakistan, 2006) based on standards and benchmarks are at the stage of implementation at national level. These are turning moments and the national teachers’ standards demand the teachers to teach their students in a stress free environment. Further studies and sharing experiences with regional countries may help out Pakistan to overcome this particular phenomenon.
Bhuvaneshwar (2014), examined in the study on “Job Related Stress on Teachers in Self-Financing Schools in Chennai”. Data was collected from 31 teachers and 34 managers of in the NCR Region. It was found that age, experience, position and income are important factors that influences stress on job performance with regard to qualification of employees.

Sarah Basu (2009), conducted research on “Occupational stress and job satisfaction among secondary school teachers”. The stratified random sampling technique was used. Sample size of 110 secondary school teachers was chosen from 11 secondary schools of Bareilly district in Uttar Pradesh. The data was analyzed using mean, S.D, t-test and correlation. ‘The objective was to compare occupational stress and job satisfaction among secondary school teachers working in aided and private schools”. “The other objective was to compare stress and job satisfaction among male and female and to find out relationship between occupational stress and job satisfaction”. The findings were that the occupational stress among aided and private teachers won’t differ much. Occupational stress among male and female teachers differs significantly. The job satisfaction among private and aided teachers differs significantly. Job satisfaction among male and female teachers differs significantly. There is a strong negative correlation between occupational stress and job satisfaction.

2.1.5 Studies related to motivation on performance

Masood Asim (2013) investigated the influence of the motivation level among the employee performance with the mediating of the training needed in the Pakistani universities. Respondents of 118 employees from the universities suggest the impact of the HR practices like promotion, motivation level of the employee and training on employee’s perceived performance. The researcher proposed a model taking motivation as an independent variable,
training as mediating variable and employee performance as dependent variable. The variables have maximum reliable on each other by testing Cronbach’s Alpha test. Descriptive statistics is used to calculate correlation as well as regression test is applied. Pakistani universities must need to revise the salary/remuneration and reward benefits to evaluate the performance of the university employees. Hypotheses are established that ‘rewards are significantly related with employee performance on employees motivation in education sector, and ‘rewards does not have significant relation to employee performance on employee motivation in education sector’. Also ‘promotion is significantly related with employee performance on employee motivation in education sector’ and also ‘promotion is not significantly related with employee performance on employee motivation in education sector’. The population consists of the faculty members as well as administration staff cadre in education sector. Data is gathering from all universities in Wahcantt making a total of 150 questionnaires with a response of 118 from all 150. All questions are based on the five point Likert scale. The result says that there exists positive impact with the rewards as well as the training.

In a study conducted by Qurat-ul-Ain-Manzoor et al., (2012) examined the factors which effects more on the employee motivation and check the relationship between the organizational effectiveness and the employee motivation. The hypothesis is established on this relationship. Employee empowerment was also a factor. This study deals with two factors, one is the motivation and other is the performance. HR practices like motivation and employee empowerment do have major impact on the employee performance.
Anthony Afful-Broni et al., (2012) investigated the relationship between motivation factors as well as the employee performance in the education sector. The study focus on the employee’s education sector. The study indicates that income level in the organization impact positively on the teacher’s performance as well as employee performance. Every human being needs to survive in the organization only when these employees have a feel that they have respected and honoured by the employer.

2.1.6 Studies related to compensation on performance

Jane Nelima Wekesa & Silas Nyaroo. M.A. (2013) undertook a study to evaluate the “Effect of compensation on performance of public sector secondary school teachers in Eldoret Municipality Kenya”. The study was conducted on the situation that the teachers in Kenya always represented lack of devotion in their work place. Poor remuneration always leads to low morale and numerous strikes from the part of teachers that effects both organization and individual goals. The study revealed that HR practices do have an impact on teachers’ performance. Independent variables used in this study are compensation, intrinsic reward and extrinsic reward. Dependent variable used in this study includes teacher’s performance. The population in the study was 14 secondary schools, 160 teachers and 14 head teachers from Eldoret Municipality. Simple Random Sample Technique was used to select the public secondary and teachers.114 teachers were randomly selected. Purposive Sampling was used to select the head teachers. Both questionnaires and interview method was used for data collection. Descriptive statistical analysis was done on the questionnaire and interview answers. The result showed that the compensation and fair remuneration motives of the teachers and thus it leads to efficient performance.
Emmanuel Erastus Yamoah (2013) carried out a study to test the “relationship between compensation and employee productivity” in the banking industry in Ghana city. Independent variables are considered in this study including employee compensation, and motivation and furthermore dependent variable is the productivity. The population consists of all employees of Ghana commercial bank in Grater Acra region of Ghana. A sample of 60 respondents was selected for the study using convenience sampling technique. Data was analyzed in terms of descriptive statistics. Pearson’s chi-square was used to test the significance of relationship between employee compensation and productivity. This exploratory research showed that there is a direct relationship between compensation and employee productivity. The result of the study will help the management on understanding the perception of the employees about their salary. It also helps the management to develop a better compensation policy.

Abdul Hameed (2010) investigated the “Impact of compensation in employee performance (Empirical Evidence from Banking Sector of Pakistan)”. The purpose of the study was to measure the impact of compensation on employee performance. Independent variables considered in this study includes, salary, rewards, incentives and indirect compensation. Dependent variable is employee performance. Population in this study was 45 banks which were selected randomly with a sample size of 200 respondents. Descriptive and analytical techniques were used for the analysis of the data. The process was carried out in SPSS 17.0. Among the analytical techniques correlation and regression were used to measure the impact and relationship among the variables. Regression analysis showed that all independent variables have significant and positive impact on employee performance. Descriptive research also reveals that there is positive impact on employee
performance with the independent variable. ANOVA results revealed that salary had huge impact on employee performance.

Gunu Umar (2010) examined “the influence of compensation on performance of sales representatives of pharmaceutical companies based in Ilorin Nigeria”. The purpose of the study was to find out the link between reward and individual performance. Also to examine the type of rewards that brings out greater performance among the people. “Hypothesis for the study includes ‘H₀₁: There is no significant influence of demographic variables on performance’ ‘H₀₂: Reward has no significance influence on performance’. Demographic characteristics are age, sex, marital status and experience”. The HR practice - reward is the independent variable and dependent variable is employee performance. The convenience sampling technique was used. 60 sales representatives of different pharmaceutical companies were selected as the sample size for this study. The Pearson’s chi-square technique was used to test the significance involving two or more nominal variables. 46% of respondents indicated that salary alone influence their performance. The hypothesis indicated that there is no significant relationship between demographic variables with performance except experience of respondents which significantly influence performance.

In order to provide more practically relevance to research, Muhammad Ehsan Malik et al., (2012) included two parameters - pay and promotion in their research study ‘The impact of promotion on job satisfaction is evident from higher education institutions of Pakistan’. The study was to determine the impact of promotion on job satisfaction in higher education institutions of Pakistan. Independent variables are pay, promotion and dependent variable as job satisfaction. Entire population of educationists were employed in all universities of Punjab as the population. Sample size taken
was 200. Multiple regression analysis was applied and 200 questionnaires were distributed to collect the response and 5 point Likert scale was used to measure the responses. The study revealed that pay has significant influence on job satisfaction but the promotion has less influence and are partially significant on the job satisfaction.

2.1.7 Studies related to performance appraisal on performance

Ojokuku R.M (2013) investigated that academics in Nigerian public universities do not have a favourable perception of the PA system currently being used for them. The reason for this is that it fails to adequately capture, measure, and reward all aspects of the academics’ job performance within the review year. Furthermore, the findings showed that, due to the direct bearing which performance appraisal outcome has on the lecturers’ promotion prospects and financial reward, performance appraisal significantly affects the lecturer’s motivation and performance. It is therefore recommended that the management of Nigerian public universities should explore the responsiveness of Nigerian academics to motivation, through effective use of HR tools. Performance appraisal is a key HR activity designed to deliver reward for performance. Hence performance appraisal is a vital instrument for enhancing employee motivation and performance, if properly used. The Nigerian public universities that need to review the present PA system for university academics is therefore imperative, so as to leverage on its potential as a veritable. HR practices are essential for driving university education towards the right direction for national development.

Nadeem Iqbal et al., (2013) focused in their study ‘Impact of performance appraisal on employee’s performance involving the moderating role of motivation’ is positively related between performance appraisal and employee’s performance. Result indicates that motivation as a moderator
positively affected the relationship between performance appraisal and employee’s performance. This indicates that divisional banks can use appraisal system as a strategic approach by integrating it with business policies and HR practices and can improve the performance standards of its employees. Banking sector in Dera Ghazi Khan seem to suggest that banks are interested in improving their performance through the performance appraisal systems. Banks should seek to enhance the employee’s motivation so that they become satisfied toward the appraisal system. “Unskilled appraisers that have lack of communication skills and therefore are not able to accomplish an effective performance and lead to negative attitude towards the appraisal system. So there should be a system that should be managed in professional manner”.

Deepa et al., (2014) examined “the impact of performance appraisal System on Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior and Productivity”. Performance appraisal system can be used to encourage the employees to have a great organizational commitment. It makes them to work efficiently for the organization by thinking that the organization as their own and by having a great commitment. Performance appraisal system also motivates the employees to engage themselves towards the work and makes them to have a very good Job Satisfaction. Also it was found that with regard to job satisfaction, once the employees are satisfied with their job they will commit themselves automatically to their job, thus makes the employee to feel that they are the citizens of the organization. Once the employees feel that they are the citizens of the organization they will behave accordingly and all these factors will help them to increase in their productivity.
Michael A. Akinbowale, et al., (2013) examined the role of performance appraisal policy and its effects on employee performance. The effectiveness of an organization’s performance appraisal policy is a prerequisite for ensuring the success of its selection, training and leads to employee performance. Results suggested that the satisfactory performance of employees based on performance appraisal policy will result in improvement in employee performance. The study also suggested that feedback, particularly on interpersonal (supervisor-subordinate) basis will be found to be useful and highly effective in motivating employees to improve their performance. It can also be argued that, promotion and salary increment of the employee may be greatly influenced by properly organized and executed performance appraisal policy. In addition, it can improve communication and the quality of working life and make employees feel that they are valued by the organization.

Anam Iqbal (2013) investigated “The Interactive Effects of Performance Appraisals on Employees' Motivation in Pakistani Banking Sector”. The performance appraisal improves and benefits the morale level of employees and stimulate them towards work. Employees who are compensated with appraisals and appreciations, have done their work well. Performance appraisal practices leads towards loyalty of employees, increase commitment of the employees with organizations which effects on the employee’s motivation level. The incentives and benefits provided by organization do have an important role in increasing the employee’s motivation level of work. It can therefore recommend that performance appraisals have a positive and significant relationship with employees’ motivation.
2.1.8 Studies related to Career Advancement on job performance

Sobia Shujaat et al., (2013) investigated the relationship between career development opportunities available to the employees and their job satisfaction. The study is focusing on private banks in Karachi. For this paper, survey was conducted by using structured questionnaire that were administered through e-mail and by distributing 500 respondents from 5 private Banks situated in Karachi. Hypothesis testing has been done by use of chi-square test. Sample size for the study is 395 and the sampling procedure used is convenience based. The study determined that there is a positive relationship between career development and employee job satisfaction in banking sector. Employees are satisfied with career development activities that are offered at their organizations. Corporate world has become more competitive hence employees have become more conscious to career development. The findings of the research was beneficial for the management of the banking sector to design career development programs in such a way that increase the job that promote work environment among employees in Pakistan. “Data confidentiality policy of organizations, time constraint and unavailability of concerned personnel at the time of interviews were limitations in some cases while gathering data”. “It is concluded that employee’s job satisfaction is dependent on career development opportunities in their respective organizations in the banking sector”. It can be generally concluded that banking sector in Karachi is providing career development opportunities. Employees agreed that they may leave their organization if they feel lack of career development activities. ‘Private banking sectors are practicing all career development activities as they want to increase employee’s job satisfaction which ultimately leads to higher work efficiency and productivity”. The study also found that tremendous efforts were made by management to attain job satisfaction and retain the employees.
Sharjeel Saleem & Saba Amin (2013) focused upon identifying the need and exploring the level of intensity for career development of employees and its essential relationship with the success of an organization. Correlation and regression analysis is used to assess the magnitude or intensity, and direction of the relationship between employee performance and the defined variables. The correlation design will provide information about how well one variable is associated with the other. This study use quantitative methods to gather the required data. The primary objective of quantitative research is to gather numerical data of a specific sample and subject it to quantitative analysis. The methodology permits statistical inferences made after the analysis of the data. Questionnaire consisted of relevant questions were used to gather data from faculty members about their perceptions of job satisfaction and performance. The Likert scale used for this questionnaire has the range “1-Strongly Agree, to 5-Strongly Disagree”. This will allow the researcher to find the relationship between the three variables and give recommendations about how administrators at universities could use the research to their advantage. The faculty members of the universities of Faisalabad constitute the population. The perceptions about employee performance would be the focus of the study. The basis for choosing this particular population is the perceived high performance rates in the universities of Faisalabad. Due to lack of supervision and numerous career development opportunities, it has become difficult to increase the performance of them. The research findings indicate that increase in supervisory support results in increasing and enhancing employee performance. Career development had a moderate but positive impact on employee performance. Therefore, the study concludes that for enhancing employee performance, organizational support for career development is an essential part. It expands the morale of employees, which furthermore increases their productivity and output. It will create the feelings
of appreciation in the minds of the employees that the companies have satisfied their part of the psychological contract.

Raymond. A. Noe (1996) conducted a study in a state agency located in the Midwestern United States. The potential sample included 120 employees and their managers. The state agency was interested in designing a career development system for employees. The agency agreed to participate in this study because of an interest in obtaining baseline information regarding employees’ current level of career management and developmental behaviour. The agency has no formal career development system. It relies primarily on a job posting system to advertise job openings and qualifications. Structured interviews are used to select employees. Correlation and regression analysis are used in the study to arrive certain conclusions based on available data. It was found that position and manager's support for development was significantly related to various aspects of the career management process, employee performance and development behaviour. Also noticed that individual characteristics, different aspects of career management, and manager's support for employee development.

In order to provide for more practically relevant research Nuzhat Younis et al., (2013) focused on the performance of pharmaceutical organization Abbott laboratories United Kingdom by career management and development. The four key parts of the Human resource strategies which are planning, training and development, pay and reward and organizational commitment. This study is to understand the concept of career management and development which lead to human resource planning, succession planning along with pay and reward understood the impact of different level of management in career management and development. Employee performance, organizational commitment and culture, pay & reward are the indexed terms.
used in the study. Overall 220 questionnaires were distributed and researcher was able to retrieve 102 questionnaires with a response rate of 42.7 percent. ANOVA and Correlation analysis are the statistical tool used in the study for further analysis.

Agba, A. M. Ogaboh et al., (2010) examined the relationship between career development and employee commitment in industrial organizations, in Calabar, Cross River State, Nigeria. Niger Mills PLC, Calabar and Cross River Newspaper Corporation, were selected for the study. Data was obtained through structured questionnaire. Three hypotheses were tested using correlation regression analysis. Questionnaire and interview was adopted in this study. The study was drawn from a population of six categories of employees of both sexes. The departments are accounting, engineering, security, administration, marketing, and production. Purposive and stratified random sampling methods were used to draw 530 respondents. Questions were designed to elicit information from the respondents about the level of interest with the organization. The research noticed that career advancement, career counselling and career opportunities significantly influence workers commitment and work environment. A comprehensive career development program should be adopted by management that promotes job satisfaction and ultimately leads to high performance.

2.1.9 Studies related to Organizational Communication on Performance

Tiur Asi Siburian (2013) examined in his study on the “effect of interpersonal communication, organizational culture, job satisfaction, and achievement motivation on the organizational commitment of teachers in a high school of Indonesia”. The population taken was 354 state high school teachers. From that a sample size of 150 people was taken by using proportional random sampling technique. The research instrument was a
questionnaire with Likert scale. The research data obtained was processed and analyzed with statistical analysis. And finally it was found that for better organizational commitment there should be interpersonal communication, organizational communication, organizational culture, job satisfaction and motivation.

Seyyedeh Fattaneh Moghimi et al., (2013) investigated the relation between communication skills of managers and job performance of employees in a fire department in the city of Rasht. The population consisted of the entire employees of the organization and from that a sample of 100 was taken. Data collection was done by the method of questionnaire. In order to investigate, SPSS was used for further statistical analysis. From this study it was found and came to a conclusion that, managers should be more supportive to their employees and staff to identify their needs, and to encourage them to achieve their personal and organizational goals and resulted to individual performance results and organization development.

James Baba Abugre (2011) studied “the impact of organizational communication on worker satisfaction in organizational workplace”. Sample size of three organizations was taken conveniently from the directory of companies in Ghana. For this 90 questions were formed on the basis of sample size of the three organizations with a ratio of 30 randomly selected middle and senior level workers of each organization. The data obtained were analyzed using statistical package for the social sciences (SPSS) version 15.0. From this study it was found that effective organizational communication is very critical in retaining worker satisfaction and consequently worker performance in the organizations.
Zulhamri Abdullah & Jong Hui (2014) comprehensively reviewed the relationship between communication satisfaction and job satisfaction among the primary school teachers. This study was based on simple random sampling and a total of 226 questionnaires were randomly given. All surveys were taken at the respondent’s places of work. Data obtained were then analyzed using Pearson correlation co-efficient analysis method. From this study the researcher came to a conclusion that the communication satisfaction have indirectly or having a small influence on the job satisfactions of the teachers.

2.1.10 Studies related to organization culture on performance

Denison D.R (1990) in his book ‘Corporate culture and organizational effectiveness’ said “Organizational culture provides the underlying values, beliefs and principles that serve as a foundation for an organization’s management system, as well as the set of management practices and behaviours that both exemplify and reinforce those basic principles. These principles and practices endure because they have meaning for the members of an organization”. Organization's cultural norms strongly affect all who are involved in the organization. “Norms are almost invisible, but if we would like to improve performance and profitability, norms are one of the first places to look. “How are things done in the organization”? “Successful manager cannot leave the development of a high-performance work culture to chance if the business is not to risk its very future”. Although many studies have found that different companies in different countries tend to emphasize on different objectives, the literature suggests financial profitability and growth to be the most common measures of organizational performance.
Hellriegel & Slocum (2009) stated in his book ‘Organizational Behavior’ that “organizational culture can enhance performance in a large scale if it can be understood that what sustains a culture. The culture of an organization allows the employees to be acquainted with both the firm’s history as well as current methods of operation and this specific detection endows the employees with guidance about expected and acceptable future organizational behaviours and norms. The theoretical models assert that the effective human resource system of an organization is based on supporting values and then these systems, in turn, create a positive impact on employee attitudes and behaviour, which facilitate organization’s performance”

According to Saffold (1998) in his book ‘Culture Traits, Strength, and Organizational Performance: Moving beyond Strong Culture’ said “firstly, culture can give a shape to the organizational processes which again helps to create and modify culture. Secondly, it is likely that culture’s contribution to performance is significantly less undemanding than many studies involve”. Most of writers and successful managers suggest that strong organization culture is very essential for business because of three important functions: “First, organizational culture is extremely fixed with the social control that may cause to make influence on the employee’s decisions and behaviour. Second, organizational culture works as social glue to bond the employees together and make them feel a strong part of the corporate experience, which is useful to attract new staff and retain the best performers. Third, organizational culture is very useful to assist the sense making process, helps the employees to understand the organizational events and objectives, which enhance the efficiency and effectiveness of the employees”.

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Robbins & Sanghi (2007) in his book ‘Organizational Behaviour’ said that culture may be defined as a “system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization”. Organization’s norms and values have a strong effect on all of those who are attached with the organization. It is considered by him that “norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look. There were three categories of organizational culture (a) bureaucratic, (b) innovative, and (c) supportive to measure the organizational culture. A bureaucratic culture was a hierarchical and there were clear lines of authority and responsibility and the work is well planned and organized. This culture was based on power and control. The second category was innovative culture, result oriented and challenging work environment. Innovative cultures mostly focused on internal system of organization and are looking for competitive advantage. It encouraged openness to new thoughts and prepared internal capabilities to adopt new ideas, process, or product successfully. The third category, supportive culture was teamwork, trusting, encouraging work and a people oriented environment”.

Schein (1986) explained in his book “what you need to know about organizational culture, Training and Development’ that the “culture is a coherent system of assumptions and basic values, which distinguish one group or organization from another and orient its choices. Hence, organizational culture implies a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

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2.1.11 Studies related to job security on performance

Antonio Chirumbolo et al., (2005) examined “Impact of job insecurity on two indicators of organizational behaviour (i.e. job performance and absenteeism)”. The study investigated the impact of job insecurity on two indicators of organizational behaviour (i.e. job performance and absenteeism) the moderating effect of work attitudes. Number of participants for the study are 425 Workers (219 males and 203 females; 3 neglected to state their gender. Average age of the participants was 37.5 years old ranging from 18 up to 63 years old. They found that 41.8% are married and 44.7% are single. Participants were administered a questionnaire by 3 interviewers. The questionnaire on average was completed in about 30 minutes and contained the distinct elements like job insecurity, job satisfaction, organizational commitment and job performance. Regression analysis is used in the study. Job insecurity was in fact negatively correlated with job performance and positively with absenteeism. However, work related attitudes moderated only the effect of job insecurity on job performance but not on absenteeism.

Esuh Ossai-Igwe Lucky et al., (2013) examined “The impact of job security on the organizational performance in a multiethnic environment”. They examined how job security affects the organizational performance. Specifically job security has a significant effect on the overall performance of the team as well as on the organization performance. They suggest that low job security is possible in a situation where a particular employee’s ethnic group seems to dominate other ethnic groups in some organizations or industries. This proves that organizations should find a way of balancing between employee job security and the organizational performance, as employee job security is a key determinant of organizational performance especially in a multiethnic environment. In small and medium firms in Malaysia, it was found that job security is not significantly related to
organizational performance. The more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization.

Beatriz Sora et al., (2010) examined about the impact of perceived job insecurity on employees’ work attitudes and intentions towards their jobs and to analyze the moderator role of job dependence in the relationship between job insecurity and its consequences in an unsupportive environment. Sample size considered in their study is 942 employees of 47 Spanish organizations in three sectors of the Spanish economy: the food industry, Retail and Education. It was found that 50.5% - women, 47.3% - men, 2.2% - were missing. Human resource departments of various firms were contacted to take part in the study. Response rate of 87.7% was achieved. Descriptive statistics (means, standard deviations) and correlation analyses were done. Employees who perceived job insecurity reported lower job satisfaction and organizational commitment and higher intention to leave the organization. In other words, employability does not seem to have much effect on the relationship between job insecurity and job satisfaction in circumstances of low economic need.

Muhammad Sohail Anwar et al., (2011) examined how dependent variable employee performance relates to independent variable contract job with facets of uncertainty, loyalty and perks (incentives). The study focused to find whether contract or permanent employees have same performance or not. A sample size of 100 employees of different categories in organization has been selected and questions were distributed. 82 questionnaires were filled; 82% as the response rate. All variables are calculated with 5-point Likert scale. Gender classification is like female- 34.4% and male- 66.4% respectively. Marital status ratio is like unmarried- 41.5% and married- 58.5%
for the study. Data is analyzed with the help of SPSS by using the statistical tool regression analysis. It was found that employees show high association towards job security and incentives. Therefore variables have relation with each other and performance has strong positive relations with job security and incentives though it shows weak relation with contract job.

A study is conducted by Şenol et al., (2011) to investigate whether there is a relationship between job security and employees’ external motivation. The population of the study consists of hotel employees working in 4 and 5 star hotels in Turkey. A sample of 24 hotels was chosen from cities with dense tourism activities and the numbers of participants are 414 hotel employees. Regression analysis method is used for analysis and a Likert scale is used in the questionnaire. In order to validate the hypothesis, Pearson correlation analysis was used. Job security is considered as the independent variable and external motivational factors as the dependent variables. Dependent variables are measured on 5-point Likert scale. Independent variable in the regression equation seems to be in the range of values 1-5. External factors used in this research as study variables are wage, hierarchical Structure, employee relations, job safety, profit participation, organizational culture and climate, talent, image and attractive job. It was that there is a meaningful relationship between job security and external motivational tools and existence of job security is effective on the perception levels.

2.1.12 Studies related to employer- employee relations on performance

Aysit Tansel and Saziye Gazioglu (2013) investigates management - employee relations, firm size and job satisfaction, in relation to management attitudes towards employees and firm size using the linked employer – employee survey. “Four measures of job satisfaction that have not been used often are considered. They are satisfaction with influence over job, satisfaction with
amount of pay, satisfaction with sense of achievement and satisfaction with respect from supervisors”. It was found that management - employee relationships are less satisfactory in large firms than in small firms. Improving employer – employee relations in large firms will increase job satisfaction in many respects as well as increase productivity and reduce turnover.

Debashish Bhattacharjee (2010) pointed out and established historical and academic context for the approach for Indian Industrial System (IR). He has suggested certain models for IR in the light of India’s complex and unique systems. He traces the evolution of Indian Industrial Relation System and concludes that as compared to western countries we are having limited value in understanding the system as well. The researcher also addresses the core areas of discipline and the misconduct that prevails among the employees in the organization in the research.

2.1.13 Studies related to performance

The study on the influence of age on teacher performance, Mustaffa and Metin (2011) has revealed that it is consistently and positively related to performance. The same study Mustaffa and Metin (2011) also found that teaching experience is positively related with job performance of teachers. With regard to gender the same study reveals that gender is negatively related with teacher performance.

Muhammad Aleem and Wasim Hamed. (2012) examined in his study the “Impact of job satisfaction on employee performance”. In his study it was found that “the effects of pay, promotion, job safety and security, working conditions, job autonomy, relationship with demographic characteristics of co-workers, relationship with supervisor and nature of the work on job satisfaction and employee performance”. The quantitative data was collected from the
autonomous medical institutions (AMI’s) of the Punjab that consists of a sample size of 200 including the doctors, nurses, administrative, accounts and finance staff from basic pay scale 7 to 19. The convenient sampling technique was used to collect the data from the target population.

Nirav Dave & Dharmesh Ravel (2014) concluded in their study on “A research on the factors influencing job satisfaction” that it is very important for any employer to understand employees and know how an employee can perform most excellent. Hence it is essential for an employer to satisfy their personnel to enhance their productivity and quality of work with respect to marital status and academic qualification. Researchers selected MBA faculties working in various colleges and University departments across Gujarat. To carry out the study, a sample of 82 faculty members from 25 MBA Colleges and university departments of Gujarat was interviewed. This is a focused study to check the validity and importance of job satisfaction factors.

Employee performance is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce. Hiltrop (1996) examined that the HR practices of an organization have a powerful influence in motivating employees to exhibit the kind of attitudes and behaviour that are needed to support and implement the competitive strategy of an organization.

Jex (2002) defined employee performance as “all the behaviours employees engage in while at work. A fair amount of the employee’s behaviour displayed at work is not necessarily related to job-specific aspect”.

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Job performance refers to how well someone performs at his or her work. Campbell et al., (1993) explain in the book “A Theory of Performance” that the “performance is the ability (both physical & psychological) to execute a specific task in a specific manner that can be measured as high, medium or low in scale”. The word ‘performance’ can be used to describe different aspects such as societal performance, organizational performance, employee performance, and individual performance etc. Researchers tend to identify two dimensions of performance: an action dimension (i.e. behavioural aspect) and an outcome dimension (i.e. performance aspect). Here, the behavioural aspect of performance is assumed to be matched with work situation and job specifications. Then this selective behavioural aspect turns into a means of achieving organizational goals and objectives that is the outcome dimension or performance aspect. Although there is a range of behaviours that could be used for measuring performance it emphasize judgmental and evaluative processes that take a great deal along with action itself while defining performance.

Murphy (1989) in his book “Is the relationship between cognitive ability and job performance stable over time?” identified human performances as the processes underlying changes of employee performance which differentiated between a transition and a maintenance stage. The transition stage occurs when individuals are new in a job and when the tasks are novel. The maintenance stage occurs when the knowledge and skills needed to perform the job are learned and when task accomplishment becomes automatic. For performing during the transition phase, cognitive ability is highly relevant. During the maintenance stage, cognitive ability becomes less important and dispositional factors (motivation, interests and values) increase in relevance.
Kanfer & Ackerman (1989) explain in detail the determinants of individual differences during skill acquisition: Cognitive abilities and information processing. During early phases of skill acquisition, performance relies largely on ‘controlled processing’, the availability of declarative knowledge and the optimal allocation of limited intentional resources, whereas later in the skill acquisition process, performance largely relies on automatic processing, procedural knowledge, and psychomotor abilities.

Hofmann, Jacobs & Gerras (1992) explains the individual performance over time. Ployhard & Hakel (1998) in the book, “The substantive nature of performance variability”. Predicting inter individual differences in intra individual performance. Zickar & Slaughter (1999) reported that the performance that changes over time are not invariable across individuals. There is increasing empirical evidence that individuals differ with respect to patterns of intra-individual change. The findings indicate that there is no uniform pattern of performance development over time.

Kahneman (1973) gives attention and effort to explain that there is short-term variability in performance which is due to changes in an individual’s psycho-physiological state, including processing capacity across time. These changes may be caused by long working hours, disturbances of the circadian rhythm, or exposure to stress and may result in fatigue or in a decrease in activity. However, these states do not necessarily result in a performance decrease. Individuals are, for example, able to compensate for fatigue, be it by switching to different strategies or by increasing effort.

Champathes (2006) in his book “Coaching for performance improvement” stated that, employee development is one of the most important functions of human resource management. Employee development means to
develop the abilities of an individual employee and organization as a whole and hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization. The organization would be more flourished and the employee performance would increase. Therefore, there is a direct relationship between employee development and employee performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organizational effectiveness.

2.2 CONCLUSION

In conclusion, it could be affirmed that the review on earlier studies throws light on numerous factors that are related to the influence of HR practices on performance of teachers which are of aided colleges and universities in general. The researcher, based on this review session has adopted measures (factors related to HR practices on perceived job performance) for measuring HR practices in self financing management institutions. No researches have been conducted to investigate the relationship between the HR practices and job performance of the teachers in self financing management institutions in Kerala. The studies pertaining to each of the variables of interest in this study were reviewed topic by topic which led to the identification of gaps. The study tries to gain a comprehensive view of the self financing institutions by knowing the perception of teachers on HR practices that influence perceived performance. Few researches are available on influence of HR practices on job performance and it is noticed that student intake of 60 and 120 is not taken into consideration. Though the factors of HR practices could be the same but the influence of each factor could differ across the colleges with student intake of 60 and 120. In addition theoretical gaps
were found in the influencers of HR practices on job performance. This led the researcher to develop the objectives and the hypothesis for this study.

The next chapter deals with the research methodology adopted in pursuing this research of studying the HR practices and its impact on perceived performance of teachers at self financing management institutions in Kerala.