# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>i</td>
</tr>
<tr>
<td>Certificates</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>iv</td>
</tr>
<tr>
<td>Abstract</td>
<td>v</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>vii</td>
</tr>
<tr>
<td>List of Tables</td>
<td>xiv</td>
</tr>
<tr>
<td>Abbreviations and Acronyms</td>
<td>xviii</td>
</tr>
</tbody>
</table>

## CHAPTER - I INTRODUCTION 1 – 26

1.1. Introduction 1

1.2. Background of Study 1

1.3. Problem Statement 5

1.4. Purpose of Study 6

1.5. Objectives of Study 6

1.6. Significance of Study 7

1.7. Scope of the Study 7

1.8. Definition of Key Terms 8

   1.8.1. Human Resource Management 9

   1.8.2. HRM Practices 9

   1.8.3. Employees 9

   1.8.4. Open and Distance Learning System 10

1.9. Distance Education and Open Learning 10

1.10. Open Universities in India 13
1.11. Growth of Open universities in India 15
1.12. Promotion of Open universities 19
1.13. Functioning of Open Universities 21
1.14. HRM Practices in Open Universities 23
  1.14.1. Administration Division 24
  1.14.2. Academic Coordination Division 25
1.15. Organisation of the thesis 26

CHAPTER - II LITERATURE REVIEW 27 – 91

2.1. Introduction 27
2.2. An overview of Human Resource Management 27
  2.2.1. HRM practices in India 30
  2.2.2. HRM as a Key change lever 33
2.3. Significance of HRM as a Source of Competitive Advantage 34
2.4. Review of research studies on HRM practices 36
  2.4.1. Research studies in India 44
  2.4.2. Gaps in the Literature 48
2.5. Theoretical Framework 50
2.6. Relationship between HRM Practices and Employee Performance 51
  2.6.1. Recruitment and Selection 51
  2.6.2. Training and Development 52
  2.6.3. Performance Appraisal 53
  2.6.4. Career Opportunities 54
  2.6.5. Top Management Leadership 55
  2.6.6. Supervisor – Subordinate Relationship 55
2.6.7. Decentralisation
2.6.8. Team Work
2.6.9. Employee performance

2.7. Profile of IGNOU
2.7.1. Organizational structure
2.7.2. Schools of study
2.7.3. Divisions
2.7.4. Students Enrolment
2.7.5. Convocation function
2.7.6. Students services
2.7.6.1. Regional Centres
2.7.6.2. Regional Centre staff
2.7.6.3. Study Centres and Programme centres
2.7.7. Recruitment of Non-academic staff
2.7.7.1. Recruitment and selection
2.7.7.2. Training and Development
2.7.7.3. Performance Appraisal
2.7.7.4. Promotion Prospects
2.7.7.5. Employee Benefits

2.8. Summary

CHAPTER III RESEARCH METHODOLOGY
3.1. Introduction
3.2. Research Design
3.3. Population and Sample Size
3.4. Data Collection Procedure
   3.4.1. Questionnaire design
   3.4.2. Pre-test of questionnaire
   3.4.3. Administering the questionnaire

3.5. Variable and Measures
   3.5.1. HRM Practices – Independent Variables
      3.5.1.1. Recruitment and Selection
      3.5.1.2. Training and Development
      3.5.1.3. Performance Appraisal
      3.5.1.4. Career Opportunities
      3.5.1.5. Top Management Leadership
      3.5.1.6. Supervisor – subordinate Relationship
      3.5.1.7. Decentralization
      3.5.1.8. Team-work
   3.5.2. Employee Performance – Dependent Variable

3.6. Data Analysis
   3.7.1. Reliability test
   3.7.2. Chi-square Test
   3.7.3. Correlation analysis
   3.7.4. Regression analysis
   3.7.5. KMO and Bartlett’s Test
   3.7.6. Factor analysis

3.7 Summary
CHAPTER IV DATA ANALYSIS AND RESULTS 108 - 182

4.1. Introduction 108
4.2. Sample Characteristics 108
4.3. Sample Profile 109
4.4. Results of Reliability Test 117
4.5. Hypotheses of the study 118
4.6. Chi-Square Analysis of variables with designation 122
   4.6.1. Relationship between designations of employees and perception on recruitment-selection. 123
   4.6.2. Relationship between designations of employees and perception on Training and Development 125
   4.6.3. Relationship between designations of employees and perception on Performance Appraisal 127
   4.6.4. Relationship between designations of employees and perception on Career opportunities 129
   4.6.5. Relationship between designations of employees and perception on Top Management Leadership 131
   4.6.6. Relationship between designations of employees and perception on Supervisor–subordinate relationship. 133
   4.6.7. Relationship between designations of employees and perception on Decentralisation 135
   4.6.8. Relationship between designations of employees and perception on Teamwork 137
   4.6.9. Relationship between designations of employees and perception on Employees performance 139
4.7. Respondents Opinion and Chi-square analysis

Qualifications – wise

4.7.1. Relationship between qualifications of employees and perception on recruitment and selection. 142
4.7.2. Relationship between qualifications of employees and perception on training and development. 144
4.7.3. Relationship between qualifications of employees and perception on performance appraisal. 146
4.7.4. Relationship between qualifications of employees and perception on career opportunities. 148
4.7.5. Relationship between qualifications of employees and perception on top management leadership. 150
4.7.6. Relationship between qualifications of employees and perception on Supervisor-subordinate relationship. 152
4.7.7. Relationship between qualifications of employees and perception on decentralization. 154
4.7.8. Relationship between qualifications of employees and perception on team-work. 156
4.7.9. Relationship between qualifications of employees and perception on their performance. 158

4.8. Correlation Analysis 160

4.9. Regression Analysis 164

4.9.1. Relationship between independent variables and the dependent variable 168

4.10. Factor Analysis 172

4.10.1. KMO and Bartletts’ Test 172
4.10.2. Variance of factors 173
CHAPTER - V  DISCUSSION AND CONCLUSION  183 – 196

5.1.  Introduction  183

5.2.  Discussion of Findings  183

  5.2.1. Relationship between level of employment and perception on HRM practices.  184

  5.2.2. Relationship between qualification of employees and perception on HRM practices.  187

  5.2.3. Relationship between of HRM practices and perceived Performance of employees  189

5.3.  Summary of Study  192

5.4.  Limitations of the Study  193

5.5.  Suggestions for Future Research  194

5.6.  Conclusion  195

References  196 - 211

Appendices

Appendix – I  Survey questionnaire

Annexure – II  Publications and Presentations