Human Resource Development

Walton (1985) offers one of the earliest conceptualizations of human resource strategy. He distinguishes between two types of employment, namely, one that is focused on imposing control and another that is focused on eliciting commitment. He also discusses a transitional strategy which describes the movement from control to commitment.

In recent decades software industry has become an increasingly important part of advanced Industrial economies. But Japanese companies have not generally achieved major global market shares in most areas of software industry. The relative lack of Japanese success has been attributed to the conflict between the need of software development process for individuality and creativity and the organizational characteristics, in particular the Human Resources Management practices of the Japanese firms (Cusumano. 1991).

Readings in Human Resource Development” by Rao (1991), an edited compendium has started with a conceptual framework on development and integrated personnel policies and ended with an account of research in HRD. It has also focused on HRD instruments like Performance Appraisal, Potential Appraisal, Counseling, Training and Rewards and the implementation of the same in different organizations. It also dealt with HRD in government systems, primarily focusing on educational systems.

Dey Bata K (1994), in a study points out gross weakness of Indian Management System pertaining to HRM and HRD. He also analyses the concept of HRM and HRD in a broad spectrum as well as their significance and relevance at a general level. He argues that HRM, needed to be equipped with an inspiring mission, thorough going professionalism, innovative creativity, risk taking adventurism and achievement oriented motivation.

Chauhan Daisy (1995) in his research work, ‘Challenges for Human Resource Development in the changing environment’ indicates that through a
systematic and effective human resource management system, ordinary people can be converted into extra ordinary performers.

Chauhan and Rao (1995) presented their views regarding HRD in their research paper entitled “HRD Conceptual Analysis” that HRD refers mainly to training, education and development.

Innovative HR practices have been defined as "the intentional introduction and application of any previously unused concept, practice, process or system designed to influence or adapt the behaviour of employees with the aim of achieving improved organisational performance, identified and implemented by human resource practitioners.", (MacDuffie, 1995).

Venu Gopal Gadiputi (1996) conducted a study on “Trade Unionism with reference to selected large and medium scale industries in Vishakhapatnam District, Andhra Pradesh. He mainly focused on trade union membership, leadership and achievement of trade union goals and the financial position of the trade Unions.


Agarwal N.P and Priti Gupta (1997) in their essay ‘Human Capital Structure’ published in the Management Accountant (July 1997), make it clear that just like capital structure, the human capital structure consists of various types of employees in an organisation.

Patterson et al (1997) stated that the effectiveness with which organizations manage, develop, motivate, involve and engage the willing contribution of the people who work in them is a key determinant of how well those organizations perform.
Bhowmick Amalendu (1998)\textsuperscript{12}, a management consultant, in an article ‘GATT and its impact on Trade, Industry and HRM Personnel Today’ stresses the original aim of GATT to promote world trade by reducing trade barriers like customs, duties and quotas among the contracting nations. Gradually it has proved to be the most effective instrument of world trade liberalisation.

Deepu D.S (1998)\textsuperscript{13} in a study conducted in the area mention the need to teach proper work methods and techniques in order to increase productivity as well as recognition of meritorious services and concern for their well-being.

Stewart, Jim and Sally Sambrook (1999)\textsuperscript{14} study to identify and explore the factors which influence life-long learning in Europe. Human resource development and management skills can be achieved through learning process. Now-a-days, organizations are striving to create more opportunities for continuous employee-learning through teamwork, empowerment and broader job structures and design.

Budhwar, Pawan (2000)\textsuperscript{15} gave an overview of human resource management and the strong existing pattern of human resource practices in India with the specific objective of identifying the main contingent variables and national factors that influence Indian human resource management policies and practices.

Rao, T.V., Raju Rao and Taru Yadav (2001)\textsuperscript{16} examined ‘A Study of HRD Concepts, Structure of HRD Departments and HRD Practices in India’. In order to examine the structure of human resource development function and implementation of various human resource development systems, 12 [Venture Finance Company (VFC), Consumer Products Company (CPC), Multinational Electronics Manufacturing Company (MEMC), Tyre Manufacturing Company (TMC), Indian Multinational Company (IMC), Automobile Manufacturing Company (AMC), Cement Manufacturing Units (CMUS), Metal Manufacturing Company (MMC), Power Manufacturing Company (PMC), Gas Distribution Company (GDC), Soap Manufacturing Company (SMC)] of the 50 organisations were chosen. Results and findings of the study show that – most of the organisations seem to have well-developed performance management system. The performance management systems of all these organisations seem to be development oriented.
Arora (2001) observed that although the software sector is human capital intensive, the Indian software industry does not require exceptional skills beyond academic training at the first degree level. The bulk of the work to produce software in India is relatively non-technical in nature. It requires mostly logical and methodical work and familiarity with software development tools and languages. Fresh graduates from a good college after having few months of orientation will have the ability to take up programming assignment.

Budhwar and Khatri (2001) have traced the major developments in the field of human resource management briefly and then highlighted the need for more cross-national HRD studies.

High-performing organizations emphasize knowledge and skill development for team and managerial skills as well as technical skills (Lawler et al., 2001). The rapidity with which IT skills can become obsolete makes continuous technical skill updating essential. Interpersonally oriented managerial and team skills also are essential for ensuring effective workgroups and maintaining a strong customer service orientation. High-performing organizations used many training techniques. These organisations commonly provided challenging job assignments to enhance skills, along with on-the-job training. Employees were encouraged to take classes and to do so during work time. Several companies paid tuition for IT classes at local community colleges and universities.


Saha, S.K. (2003) investigates the similarities and differences between Canadian and Russian human resource management practices. The study is based on a survey, to analyse how Canadian and Russian managers would react to human resource management situations requiring problem solving and decision-making.
Paul & Ananthaman (2003),²² in their study hypothesized that HRM practices like selection, training, induction, job design, work environment, performance appraisal, compensation, career development and incentives have impact on the operating performance factors like employee retention, productivity, product quality, speed of delivery and operating cost which in turn on the financial performance of the organization. Financial performance was a single construct measured in terms of growth in sales, net profit and return on investment from year 1997 to 2000. HRM practices and processes variables, such as employee competence, teamwork, organizational commitment and customer orientation, were studied from the perspectives of employees.

Jacob, K.K. (2004)²³ analyse, ‘Worker’s Participation in Management in Public Sector Industrial Undertakings’ in Kerala. The main objectives of the present study are - to examine the existence of participative forums and the periodicity of meetings of the forums, to assess the efficiency of the participative forums in representing the worker’s point of view, to evaluate the role of workers in decision-making process, to analyse the encouragement of the management in maintenance of participative forums.

Patel and Iyer (2004)²⁴ studied the importance of HRD practices in a Pharmaceutical industry. In this context he undertook a survey of 125 respondents in 8 Pharmaceutical companies from different parts of Gujarat. With the rapidly changing market conditions, the need for more advanced strategies and policies at managerial level is increasing day by day.

Jacob, K.K. (2005)²⁵ examined, ‘Emerging Trends in Industrial Relations in State Level Public Enterprises’, in Kerala. Nine sectors were included in the study to analyze the causes of disputes, political affiliation of the workers, different forms of the worker’s participation in management and grievance redressal arrangements.

Prasad, Asha (2006)²⁶ studied, ‘Power Sector Reforms in Delhi: Human Resource Perspective’. In the present study, an attempt has been made to examine the relationship between privatization of the state owned Delhi Vidut Board (DVB) and adjustment of human resources required for the process to be done smoothly.
Thomas G., Reio Jr. and Faye C. Sutton (2006) conducted a study entitled ‘Employer Assessment of Work-Related Competencies and Work-Place Adaptation.’ In this study, they identify 17 work-related competencies that might relate best to the successful workplace adaptation of recent engineering graduates. Competencies are an important indicator of employee commitment, performance, satisfaction, withdrawal and turnover. The study consists of the work-related competency index, the workplace adaptation questionnaire and a demographic survey.

Pearson R., Terry, Donna Stringer Y., Velle H. Mills La and David F. Summers (2006) conducted a study on ‘Micro Vs Small Enterprises: A Profile of Human Resource Personnel, Practices and Support Systems’. It is hypothesized that there is difference between micro and small sized enterprises in HRM personnel practices and support systems. The questionnaire is divided into five parts – profile of firms, human resource management, employees’ demographics, personal data about the primary human resource management, perceptions of expertise regarding human resource management and human resource management support processes.

Sheehan, Cathy, Peter Holland and Helen De Cieri (2006) review, ‘Current Developments in HRM in Australian Organisations’, to report on current developments in the area of human resource development in Australia. The objectives of the study are to examine whether the educational levels of HR professionals increased continuously, to study the current key elements of HR role and to study Australian organisational policies and practices to attract the talent. The study analyses 1372 online responses to a survey of Australian Human Resources Institute (AHRI) members. Questionnaires are developed to collect the information.

Akuratiyagamage, Vathsala M. (2006) studies on, ‘Management Development Practices: Empirical Evidence from Sri Lanka.’ At the time of study there were 207 companies (82 local, 68 foreign and 57 joint ventures). So by stratified random sampling 100 companies were selected for study, but 78 companies (32 local, 26 foreign and 20 joint ventures) agreed for the participation.
Jones et al (2006)\textsuperscript{31}, in their case study of retail trade, have observed the impact of HRM policies and practices on productivity. They found that HRM policies and practices – opportunities for employees’ participation, receipt of appropriate information and pertinent rewards – increased the productivity.

Dimri(2006)\textsuperscript{32} in his published research thesis carried out a critical evaluation of HRD functions in Telecom Industry in India. The Researcher conducted a self-administered questionnaire survey in four telecom organizations viz; Centre for Development of Telematics (C-DoT) and Telecommunications Consultants India ltd (TCIL) in Public Sector Undertakings (PSUs) and Bharti Infotel limited and Spectranet limited in the Private Sector. The findings of the study were PSUs have more structured and linear systems for promotions, career planning and allotment of special/lucrative assignments, and the private enterprises are more focused on providing need based training.

Rao, A Srinivasa (2007)\textsuperscript{33}. Study conducted in Grasim cement industry, where it is found that employees were aware about goal setting process and the system in general but there was a gap in communication by superiors, discussing helping or hindering factors and laying down clear roles to appraisees. It indicates that there is no clear communication and understanding by superiors regarding company objectives, the rewards and recognition program, career planning and merit pay related aspects. Performance appraisal process is being used as a weapon to assert superior” s authority and performance appraisal data is used for administrative transfers only.

In a study of Kulkarni and Valk (2010)\textsuperscript{34} to find out the views on HR practices for the good of persons with disabilities indicate certain important observations. The authors administered a questionnaire on 24 employees and 14 HR personnel to find out as to how persons with disabilities as well as HR professionals view HR policies and practices aimed at entry, integration and development of persons with disabilities.

II.1. Training
Gupta, V.K. (1997)\textsuperscript{35} examined human resource development in BEL organisation. In order to increase the sales of the company, they wanted to know the usefulness of training programmes and the general human resource development climate existing in the unit. The findings of the study were that the executives had not been given adequate formal training. This required more analysis of training requirements for officers. The officers felt that management did not consider officers as an important resource. The workers seemed to be fairly satisfied.

Silva (1997)\textsuperscript{36} has conducted a study with an objective to identify the reasons why employers and their organizations in the Asian-Pacific region (or anywhere, for that matter) need to be concerned and involved in HRD, and why today HRD is more important than before (irrespective of the level of economic development) for competitiveness and socioeconomic development.

Cohen, Aaron (1999)\textsuperscript{37} studied ‘Turnover among Professionals: A Longitudinal Study of American Lawyers’. An attempt had been made to clarify whether common models of turnover can be applied to lawyer’s profession. Three models were explored in their relation to turnover: personal characteristics, work-related variables and non-work domain variables. The data were based on the response of the national survey of career satisfaction/dissatisfaction, wave 1, 1984 and wave 2, 1990, conducted by American Bar Association (ABA) Young Lawyers Division. A random probability sample of 3018 lawyers of all ages was drawn from ABA members and non-members lists covering 569,706 lawyers. The survey questionnaire included the aspects of the respondent's work environment, job history, educational background and demographic characteristics.

Harel, Gedaliahu H. and Shay S. Tzafrir (1999)\textsuperscript{38} conducted a study on ‘The Effect of Human Resource Management Practices on the Perceptions of Organisational and Market Performance of the Firm’. The purpose of the study was to examine the firm-level impact of human resource management practices.

Catherine Truss (2001)\textsuperscript{39} argues that the resource based view of human resource is overly rationalistic, unitarist and internally focused, compared with organizations from the sociological institutionalism perspectives. She contends that
the more recent Complex Adaptive Systems perspective constitutes a more promising basis upon which to advance our knowledge in this area, since the I.T industry is an emerging industry and H.R practices in such an industry have to be necessarily strategic, dynamic and flexible in nature, considering the changing business environment.

Lim, Doo Hun and Michael Lane Morris (2006)\textsuperscript{40} conducted the study on ‘Influence of Trainee Characteristics, Instructional Satisfaction and Organisational Climate on Perceived Learning and Training Transfer.’ The main purpose of the study is to assess the perceived learning and transfer of learning made by a group of international human resource development professionals who take a strategic business financial planning course.

Kandu, Subhash C., Divya Malhan and Pardeep Kumar (2007)\textsuperscript{41} conducted a study on, ‘Human Resource Management Practices in Shipping Companies: A Study.’ The main objective of the study was to assess the human resource management practices being practiced in shipping companies.

Anupama Narayan and Debra Steele-Johnson in the year (2007)\textsuperscript{42} has done a review in this topic “Relationships Between Prior Experience of Training, Gender, Goal Orientation And Training Attitudes” and some of the authors have said that in today’s organizations, rapid changes, an increasingly diverse workforce and competitive business environments characterize the work (Cascio, 1998; Goldstein, 2002; Smith et. al 1997). Employee’s development, and more specifically training, can help individuals and organizations work more effectively adapt to the changing environment and achieve individual and organizational goals (kindsley, 1998).

D.A. Olaniyan and Lucas, B. Ojo in the year (2008)\textsuperscript{43} has done their research in the topic “Staff Training And Development: A Vital tool for Organizational Effectiveness” and has reviewed that this paper is based on staff training and development. This paper is basically a conceptual paper. The author says that the need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent.
Jalil & Hanif (2009)\textsuperscript{44} have rightly pointed out that software industry today has the highest rate of project failure in the world. Despite considerable investments in project management training, the project managers are not performing as well as expected. The author has conducted a study in Pakistan to identify the issues related to software project management.

Cody Cox. B in the year (2009)\textsuperscript{45} has done his research in the topic “The moderating effect of Individual differences on the Relationship between the Framing of Training and Interest In Training” and has reviewed that the moderating effect of individual differences in the relationship between framing training was examined for technical and nontechnical content areas. Participants were 109 working age adults (Mean age 38.14 years, SD 12.20 years). Self-efficacy and goal orientation were examined as moderators.

David Pollitt in the year (2009)\textsuperscript{46} has done his research in the topic “Southern Coaches Managers In a better way of working (Training and development help rail company to improve organizational culture and performance)” and has said that managers at a UK train operator have become role models for their employees, who now have more power to take direct responsibility and reach their full potential. The change has taken place following a management development program at train operator Southern, working with coaching and training company Buonacorsi Consulting. The program has so far reached 300 managers, including the managing director Chris Burchell. Some 20 managers, from different areas of the business, take part in each annual program. This comprises a mixture of group-learning days, 360-degree feedback, personal development, coaching techniques and written assignments. It has evolved through feedback from a cross-functional steering group and other input from the business. The 360-degree feedback provides evidence of progress in coaching skills.

Vijayabanu & Amutha (2012)\textsuperscript{47} made an attempt to analyse the results of the literature review on the effectiveness of training programmes of employees from diverse perspective. It was stated that the success of any organization depends on appropriate use of human assets available in the organization. All other assets could
only be supplementary to human assets. It was believed that for the development of human asset, ‘training’ becomes the base. Training is a tool to attain individual, organizational needs related to the jobs undertaken and is also intended to improve the work culture of the group involved in a group task.

**Bala Subbulakshmi & Tamilarasan (2013)** analyzed the effectiveness of training and development program in Streta IT Solutions Private Limited in India. They stated that the training becomes necessary to update them, to tech newer skills so that their efficiency does not suffer because of lack of understanding of the new technology. As training and development program is an integral part of an organization in order to update the skills and knowledge of the employees. The results indicated that there is significant relationship between the Age Group and Satisfaction Level of the employees with the overall Training and Development Program and there is significant relationship between the educational qualification and level of knowledge gained by employees from training and development program. It was also suggested that the employer should allow the employees to apply the contents of the training and development program in their day to day work. The trainers can include new and different concepts like idea generation session etc. to make the training and development program more interesting.

**Pallavi & Kulkarni (2013)** stated that training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. It was further stated that the development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills. It was opined that the development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. So, training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the employees. These types of
training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale.
II.2. Learning

Pillai, Prakash R. (2000) makes an attempt to study, ‘Influence of HRD Climate on the Learning Orientation of Bank Employees.’ It is an attempt to analyse the influence of the human resource development climate existing in banks on the learning orientation of the employees.

Umashankar, Venkatesh and Akshay Kulkarni (2002) studied that all organizations need strategies to attract and retain employees, at high levels of knowledge, skills and motivation. The service sector employees with their requirements have immediate and pressing need to be provided motivational support within the modern organization. This study is an attempt to identify some of the bottlenecks that hinder the Indian hospitality industry and looks at it from the employee empowerment perspective.

Hafeez and Abdelmeguid (2003) have accredited the growing importance of knowledge, skills and the retention capable human resource by the organizations. The authors presented a casual loop form to exhibit the relationship between recruitment, training, skills and knowledge by employing the dynamics system. The authors forecast that the system dynamics would be helpful in formulating and implementing better human resource management strategies. In the present study, the authors had made the use of an Inventory and Order Based Production Control Structure (IOBPCS) based on Systems dynamics to develop a skill inventory pool model which is developed to understand the acquisition and retention of employees in an organization.

Abraham, V. and R.R. Sharma (2005) examined the ‘New Technology and the Emerging Labors Market: A Study of Indian IT Industry.’ It covers the study about education and training, models of rescaling, the structure of job hierarchy etc. The study is based on a mixed sample survey, conducted among software professionals working in software firm and IT Enabled sector firms in three representative cities, namely Bangalore, Delhi/Gurgaon and Trivandrum. Firms for the sample survey were chosen on three criteria namely level of technology, competence of firm, size and location of firm.
Baqal (2005)\textsuperscript{54} has mentioned that the principles, values and ethics are the guiding issues for professionals, to serve as leaders, to optimize their work performance for the good of self as well as the organisation. Executives who are expected to adopt such sound human practices must keep the principles and ethics ahead of self promotion or self interest. Then only will they be an example for others thereby influencing his/her workforce for the greater good. Every aspect of organisational culture should reflect an accepted belief system regarding one’s job performance and behaviour.

Connolly (2008)\textsuperscript{55} has examined the influence of HRD climate on the learning orientation of bank employees. A total of 300 respondents are selected by stratified random sampling method. Both officers and clerical staff belonging to two public sector and two private sector banks in Kerala are selected for the study. Equal representation is given to banks belonging to the three regions of the State like southern, central and northern. A self-completion questionnaire has been used for collection of data from the respondents. Results obtained prove the hypothesis of the study which stated that a supportive and favourable HRD climate in banks stimulates the learning orientation of the employees working therein.
David Pollitt in the year (2009)\textsuperscript{57} has done his research in the topic “Thomson reuters maps new relationships in Learning and Collaboration (Software helps companies to keep track of various threads and aspects of training)” and says that information is the lifeblood of business, the economy and most aspects of society, from health care to legal affairs and scientific investigation to the chat by the coffee machine. Thomson Reuters is an important source of information and news for businesses and other organizations around the globe. Mind mapping is a graphical technique for visualizing processes and projects using a structure that places an objective as a central image. Mind mapping plays a central role in every aspect of our learning and development work, from the needs analysis to brainstorming around course development and delivery, through data capture and performance charting.

Ahuja (2011)\textsuperscript{58} analyzed the impact of effectiveness of knowledge management system in the software organization by comparing 3 software companies in Delhi. This study included the various factors which are taken into consideration for measuring the effectiveness of knowledge management systems. The respondents included were software engineers and hardware engineers.
II.3. Organizational Culture

Rao and Abraham (1986)\textsuperscript{59} stated in their research paper entitled “HRD Climate in Indian Organizations” that human resource in an organization makes it dynamic and growth oriented. The top-level managers are responsible for creating a healthy climate and providing appropriate training measures needed for the development of employees. The overall interpretation of the study was that there exists an average level of HRD climate in Organizations.

According to Schein (1990)\textsuperscript{60} organizational culture is common values and behaviors of the people that considered as a tool lends to the successful achievement of organizational goals.

Willcoxon and Millett (2000)\textsuperscript{61} mention that the term corporate culture is interchangeably used with organisational culture. They have discussed some of the important issues concerned with the management of an organisational culture.

Hofstede (1991)\textsuperscript{62} organizational culture is the mindset of people. The following were some of the trends in human resource development climate as observed from the survey. (i) The general human resource development climate in the surveyed organisations appeared to be at average level (percentage score = 54). (ii) The most important factor contributing to this seems to be a general indifference on the part of employees to their own development, though they are making efforts to recognize their strengths.

Aileni, Vidyadhar Reddy (1995)\textsuperscript{63} examined the ‘Perception of Organisational Climate and Job Satisfaction’. The objective of the study is to find out the relationship between organisational climate and job satisfaction of the lower level managers in a public sector undertaking which is in the business of power in the state of Andhra Pradesh. The study reveals that there is difference in the priority given to various organisational variables by the satisfied and dissatisfied sample respondents.

Brown (1995)\textsuperscript{64} has described it as a set of norms, beliefs, principles and ways of behaving that as a whole give each organization a distinct character.
In the view of **Greenbarg and Robart.B (1995)** the organizational culture is a framework of values, beliefs, consisting of attitudes, norms, behaviors of employees and their expectations which are shared within the organization by its members.

**Acharya S.R (1997)** in his study ‘Changing concept of labour and management – a new perspective’, observes that as a first step towards proper treatment of labour, the term itself has been substituted by the term human resource and efforts are being directed for the best utilisation of these precious resource by giving proper training, physical facilities and morale boosting. In the organizational interest, both the management and labour have to join hands and march ahead side by side.

**Jain, V.K. and K.C. Singhal (1997)** surveyed, ‘Human Resource Development Climate in BHEL’. Top management in any organisation was entrusted with the task of policy formulation and general management, developing people as future executives by appraising and developing their potentials and developing organisation’s productivity. Three human resource development mechanisms including management policy, potential appraisal and organisational development had been taken into account to study variances of human resource development climate on account of these mechanisms. The effect of personal factors on human resource development climate had also been studied.

**Sinha (1997)** conducted a study on “Human Resources in Work Cultures” to know the existing patterns of work culture in public and private sectors. The author found that in large organizations there is a bipolar tendency of Soft to synergetic work culture. In soft work culture, work received a lower priority than social-personal obligations. The employees neither felt motivated towards their jobs, nor derive any satisfaction from their work. While in Synergetic work culture, the employees are diligent and they also feel motivated under close supervision and direction of Superiors. In both the cultures, the critical factor was the top leadership on which the behaviour of employees depends.
Studies indicate that the Indian society is characterized by a culture of high power distance between superiors and subordinates.

Gani, A. (1998) analyzed the ‘Realities of Worker’s Participation in Decision - Making.’ The objectives of the study are to examine the composition, working and effectiveness of existing participative schemes, to identify the main objectives of participation as perceived by workers and management personnel, and to study the existing organisational climate for participative decision-making.

Organizational culture: Cultures demonstrating high levels of internal communication, promoting interactive behaviours and an ability to deal with change, tend to encourage innovative behaviour (Hauser, 1998; Klien & Sorra, 1996). Firms possessing these types of cultures are not only more likely to encourage HR practitioners to undertake innovative activity, but are also better able to adopt innovative HR practice.

Pattanayak, Biswajeet (2000) conducted a study on, ‘Effects of Shift-Work and Hierarchical Position on Satisfaction, Commitment, Stress and HRD Climate: A Study on An Integrated Steel Plant’. The results of the present study demonstrate significant effect of shift-work and hierarchical position on total job satisfaction, extrinsic job satisfaction and general satisfaction in both executives and supervisors irrespective of their type of duty.

Willcoxson and Millett (2000) mention that the term corporate culture is interchangeably used with organisational culture. They have discussed some of the important issues concerned with the management of an organisational culture.

Tripathi, Sangeeta and Nachiketa Tripathi (2002) studied, ‘The Effect of Organizational Climate on Organizational Success.’ An attempt has been made to investigate the relationship between organizational climate and organizational success; which includes effectiveness, job satisfaction, organizational commitment and intention to quit.
Ganesan, P., V. Samuel Rajkumar and V. Saravanan (2002)\textsuperscript{75}, studied the ‘Determinants of Employee Relations Climate in Public Sector Undertakings.’ The objectives of the study were to analyse the employees’ relations climate and to identify the various employee attitudes.

Chen, Zhen Xiong –et al (2002)\textsuperscript{76}. The sample was taken from six Chinese companies to investigate the relationship between loyalty to supervisor and employee’s in role and extra role performance in comparison with that of organizational commitment. The result indicated that loyalty to supervisor was more strongly associated with both in role and extra role performance than organizational commitment.

Sukalyani, Swati and Biswajeet Pattanayak (2004)\textsuperscript{77} examine ‘Organisational Climate: An Exploratory Study on NALCO’ to assess, organisational climate and its dimensions in NALCO organisation. The objectives of the study are – to understand and assess organisational climate and its dimensions in NALCO and to suggest interventions based on the findings for further improvement of the climate. Findings show that, NALCO is dominated by dependency and expert influence.

Agarwal, M. and Sudeepa Bose (2004)\textsuperscript{78} have examined ‘Organisational Climate for Perceptions of Procedural Fairness in Human Resource Practices and Role Efficacy’. The present study has attempted to establish the linkages between work climate dimensions, perception, justice in the organisation’s HR practices and members’ role efficacy in two public and two private organisations. The findings highlight the motivational role of innovation-supportive climate in augmenting perceptions of procedural fairness in work organisations.

Prabhu, N.R.V. (2005)\textsuperscript{79} attempts to establish a link between organisational culture and managerial thinking. It would help managers to adopt tactics to effectively deal with people in a cultural context. The objectives of the present study are to examine the impact of organisational culture on managerial thinking style in MNCs and PSUs and to suggest possible organisational development interventions to develop executives’ effectiveness.
Priyadarshini, R. Rani Geeta (2005) conducted, ‘A Study on Organisational Effectiveness in Textile Mills’ at Coimbatore: to analyze the effectiveness of organisations in the textile industry. The study shows that the public and private sector companies have many differences in their mode of operation but the effectiveness of both of these are measured on similar parameters.

Purang, Pooja (2006) studied, ‘HRD Climate: A Comparative Analysis of Public, Private and Multinational Organisations.’ This study compares the human resource development climate perceptions of middle-level managers of five Indian organisations. These organisations operate in different sectors, the two are public sector organisations, the two are private sector organisations and the one is a multinational organisation. The study hypothesizes that the human resource development climate perceptions of the managers in the private and multinational organisations will be more positive than in the public sector.

Majee, Kuna K. (2006) in article, ‘Human Resources Climate Survey of Chittaranjan Locomotive Workshop’, says that human resource climate is significant for companies. The human resource climate survey (HRCS) is an accurate, efficient, flexible tool for gathering critical information about organisational conditions and management practices. To measure human resources environment and HR culture several instruments are used which are organisational climate, HRD climate, organisational culture, organisational environment, organisational health, organisational analysis, institutional climate and organisational learning. The study is conducted in Chittaranjan Locomotive Workshop and data are collected through questionnaires. Sample-size has been taken as The total score of all 38-items from each person is calculated.

Mufeed, S.A. (2006) examines, ‘The Need for a Focus on Key Elements of HRD Climate in Hospitals – An Empirical Study’, to have look at the application of concept of human resource development particularly in hospitals. The paper identifies the need for key elements of human resource development climate in hospitals which includes general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation) and promotion of HRD mechanisms, with special reference to Shari Kashmir Institute of
Medical Science (SKIMS) Srinagar. The objectives of the study are – to study the relevance of human resource development system in hospitals, to analyze the level of satisfaction among employees regarding human resource development practices

**Srimannarayana, M. (2007)** attempted to examine, ‘Human Resource Development Climate in Dubai Organisations’. The present study is carried out in selected organisations such as shipping, banking, tourism, trading and food businesses, to assess the extent of human resource development climate. The results reveal that the general HRD climate prevailing in the organisations in the present study is moderate. The top management believes that human resources are extremely important resource and that they have to be treated more humanly. The top management makes efforts to identify and utilize the potential of the employees. Thus management is willing to invest time and resources for the development of employees. However a majority of sampled executives feel that the managers in their organisations do not subscribe to the view that the employee behaviour can be changed and people can be developed at any stage of life. Near about 15-items deal with implementation of HRD mechanisms. In the present study HRD mechanisms are prevailing at moderate rate. It is found that the banking business occupied the first place, followed by the insurance, trading and food businesses. In the tourism business there is low implementation of HRD mechanisms. The overall OCTAPACE culture in the organisations seems to be moderate. Banking business again takes the first place followed by insurance, shipping, food, trading and tourism. Study shows that OCTAPACE culture seems to be more favourable than other categories such as the general HRD climate and the implementation of HRD mechanisms.

**Singh (2009)** has made an attempt to examine the effects, of HRD practices on organisational culture of some leading private and public sector organisations in India. The study has examined the impact of HRD practices namely planning, recruitment, selection, performance evaluation, training and development, career management and rewards on the organisation culture viz., self-realization, status enhancement, and socio-economic support in private and public sector organisations. The sample, drawn for the study, is based on a non-probability incidental sampling procedure. The total number of participants consisted of 214 management personnel, which is inclusive of managers and executives above supervisors drawn from four
major private and public sector organisations. The respondents included employees from all the major departments of the organisations. The data are collected through a comprehensive self-administered questionnaire. The respondents from private sector organisations are 95, whereas respondents from public sector organisations are 119.
II.4 Innovation

Organizations also experience pressure from a range of sources to adopt management practices, regardless of their appropriateness or technical merit. The desire of organizations to be seen as “good corporate citizens”, who are socially responsive, or as “employers of choice” is recognized as a powerful driver of innovation adoption (Kossek, 1989; 1987).86 Tannenbaum et al. (1994) for example, reported that increased levels of public scrutiny correlated with increased levels of training, recruitment activity and importantly, HR innovation.

The term innovation has been used to refer to two related concepts in the ‘innovation’ literature. Some researchers have used the term to refer to the process of bringing new products, equipment, programmes or systems into use (Damanpour, 1991)87 while others have used it to refer to the object of the innovation process, that is, the new product, equipment, programme or system (Rogers, 1983). The latter use of the term is adopted in the present research, following Wood (1995) who defined innovative HR practices as ideas, programmes, practices or systems related to the HR function and new to the adopting organisation. Use of the term innovation has also differed in respect of whether 'objective newness' is considered an important criterion of innovation. While some researchers consider objective newness to be an important criterion, others consider an innovation to be a product, programme or system which is new to the adopting organisation (e.g. Damanpour, 1991), arguing that whether an idea is objectively new matters little so far as human behaviour is concerned (Rogers, 1983). The present research study adopts the latter position.

In the literature of organisational change, innovation is a particular type of change. Change refers to any alteration in structure, process, inputs or outputs of an organisation. Innovation refers to changes that are new to the adopting organisation. Thus innovation is change but not all change is innovative. When something novel for all organisations is adopted the term “invention” is used to describe that change (Robey and Sales, 1994)88.

A study of innovative work practices can contribute to one’s understanding of firms’ behaviour. It provides an insight into how organisations are responding to
wide-ranging economic and social transformations. This puts us in a better position to answer questions like whether the forces of so-called “new competition” necessitate root-and-branch changes to established working methods, or whether firms are able to get by with more modest, incremental reform. Secondly, measuring the use of innovative work practices can deepen our understanding of unfolding relationships and dynamics within organisations. Literature identifies a number of work practices that are claimed to facilitate cost savings, quality improvements and greater operational flexibility within enterprises (Osterman, 1995, 1998). The common thread connecting these practices is that they simultaneously provide front line employees – the employees who actually make the product or provide the service – with the resources and the opportunity to apply their practical knowledge of the organisation’s products and processes to solving problems and improving performance.

Claytin M. Christensen viewed on the Entrepreneurial innovation, the innovoter’s dilemma described that the challenges that established companies, especially industry leaders, face delivering break through innovation. As a company grows in size and market structure, keeping existing products competitive and satisfying customers needs with incremental features can easily consume all its resources, leaving the door wide open for start-ups with disruptive offerings. The dilemma christenses poses is more than just a costability it is the most likely outcome for the most business.

Agarwal and Nayak (2009) discussed in their paper the problems of tackling the human resource in the era of growing competition especially in IT sector. The authors firmly believed that the innovative policies and the trends adopted by the management in the organization could help the organization to take up new heights in the edge of cut throat competition. Any organization which intends to grow in the recent scenario must establish cordial relations with its human resource and match their policies combating the participation of HR with the development activities the organization.

Bondarouk etal (2009) argues that understanding people’s interpretations of the HRM innovation is critical to understanding how they adopt it. To work in a new
HRM situation or to make use of a HRM innovation, people have to make sense of it; and in this sense-making process they develop particular assumptions, knowledge and expectations that then shape subsequent actions toward it.

Ghosh (2010) made an attempt taking values as independent variables and commitment to organisation as dependent variable. A set of values on a seven-point scale which covers Humanity, Vision, Adherence to Convention; and Bottom line; and also a Commitment Scale with 24 items are administered on the employees. The results indicate that Humanity Value is positively correlated to Vision Value; and Bottomline Value. The Vision Value is positively correlated to Adherence to Convention and Bottom-line values. The findings reveal that perceived organisational values influence the type of commitment to organisations. The author stressed the need for periodical surveys to find out how employees perceive the values of the organisation.

According to Alberto Savoic (2011) and Patrick Copeland large organizations have enormous innovation potential at their disposal. However, the innovation actually realized in successful products and services are usually only a small fraction of the potential.
II.5. Career Advancement

The review of literature focuses on the use of career management and development systems for improving employees' career motivation and commitment because of the purported link between career management, performance, developmental behavior, and participation in development activities. No empirical research has investigated the relationship between the career management process, developmental behavior, and job performance. Developmental behavior and activities (e.g. attending courses, reading journals, or initiating new projects) are designed to enhance personal and professional growth (London, 1989). Previous studies of career management have focused on only one aspect of the career management process, such as exploration behavior or career goal setting (e.g. Stumpf, Colarelli and Hartman, 1983). In this study, the influence of multiple aspects of career management is simultaneously investigated. Most other studies of career management have used student samples. The large majority of studies of career management have used outcome measures related to personal effectiveness such as satisfaction with occupational choice and career information (Greenhaus and Sklarew, 1981; Stumpf et al., 1983). Naturally, with proper career planning and career management, an individual expects to reap the result of such investment by attaining career development.

Bhatnagar and Menon (1999) in their research paper entitled "Scaling Heights Together" concluded that if an organization desires to survive and prosper in the ever-changing environment, its human resources must be in the constant state of development. Moreover, career development cannot be an isolated activity and has to be supported by twin processes of training and manpower planning. It has to be strategic in nature, which requires integration of HRD efforts in career's programs, performance management processes and HR planning systems.

This notion of career planning and development initiatives fostering organisational effectiveness depends on the organisation’s ability to transit employees from a traditional pattern of expectation to one of increased responsibility for their own career growth and development (Martin, Romero, Valle & Dolan 2001). A well designed career development system enables organisations to tap their wealth of
in house talent for staffing and promotion by matching the skills, experience, and aspirations of individuals to the needs of the organisations. In addition, it enables them to make informed decisions around compensation and succession planning to attract, retain and motivate the employees, resulting in a more engaged and productive workforce (Thite 2001, Kapel & Shepherd 2004, Kaye 2005). Career development must be an ongoing system linked with the organisation’s human resource (HR) structures and not a onetime event (Leibowitz, et al.1988). This paper attempts to explore on variables that link career management and employee development to performance in Indian IT organizations.

**Nowack (2003)** in his research paper entitled "Aligning Career Paths" concluded that alignment of a person's preferred career paths results in satisfaction, productivity and retention. The career path preferences are based on clusters of interest, values and motives, and these paths are highly predictors of job satisfaction and commitment.

**Katuwal, Shyam Bahadur and Gurpreet Randhawa (2007)** examine, ‘Some Personnel Attributes in Association with Job Satisfaction of Industrial Workers of Nepal.’ The present study is an attempt to assess the relation between personal attributes – age, gender, marital status, number of dependents, nature of employment, experience etc. and job satisfaction of the workers in Nepal. The selection of the sample is based on multi-stage stratified random sampling procedure.
II.6. Performance appraisal

*Wehrenberg, Stephen B. (1988)*, for measurement and evaluation of employee performance, supervisors need to be trained otherwise correct evaluation cannot be done which can cause damage to the employee evaluation.

Reward systems and forms of pay structures have their own implications on commitment. Long-term benefits and retained benefits like provident fund and pension scheme (also including employee stock options), and tenure-linked bonuses are useful in eliciting continuance commitment (*Klein 1987; Klein and Hall 1988; Tucker, Nock and Toscano 1989*; *Wetzel and Gallagher 1990*). Similarly, benefits like medical facilities, educational loans for children etc., elicit affective and normative employee commitment. Compensation structure is an important determinant of employee reactions. The compensation structure may be either based on seniority or it may be based on performance. There may be differences in preference between employees and organization on this.

*Eisenberger, Robert and Valerie Davis-LaMastro (1990)*. The study combining across 361 respondents in nine organizations such as manufacturing, insurance etc. There was a highly consistent positive relationship of perceived support with employee attendance and job performance. In addition, the positive relationship found in the study between perceived support and employees' diligence in carrying out conventional role responsibilities, perceived support ightbe associated with constructive innovation on behalf of the organization without the anticipation of direct reward or personal recognition. *Parikh and Garg (1990)*. Explained the effect on managerial responsibility for performance appraisal as an example of value dilemmas in Indian managerial roles and Indian managers often confuse their professional role in a rational, objective, organizational system with their social hierarchical role with expectations of conformity and paternalism which resulting in a superficial commitment to the performance appraisal process. This ambivalence, adversely affects Indian managerial attitudes towards their professional responsibility for objective PA and subordinate” s self-worth. Further, *Virmani and Guptan (1991)* point out the resulting disagreement of interest in India between promotional and developmental goals of the PA process.
Guinn, Kathleen A and Corona, Roberta (1991). The lack of clarity about performance goals reflected a lack of focus on results. It was perceived by the employees that pay was increased based on their length of service than their performance.

Neal, Sandra and Palladino, Madonna (1992) A system which supports the primary goals of the business by significantly improving the outcomes and management of an employee performance where in performance management can succeed and the challenges can be met by involving employees in the process and providing tangible and fair rewards for observable high performance.

Farr (1993) competes that day-to-day or informal feedback is more significant than feedback that occurs during the semi-annual or annual performance appraisal session in terms of its impacts on attitudes and work performance.

Waldman, David A (1994) Suggested that performance management efforts focused on group level rewards and appraisal will have a greater positive effect on Total Quality Management implementation efforts than on efforts focusing on individuals, particularly at lower hierarchical levels. Moreover, these effects will be further maximized when coupled with a continuous improvement approach to work systems.

Anil Kumar V (1995) in his study indicates that in order to motivate the employees and to raise their efficiency, the management should adopt measures to evaluate the merit of the employees and to make them feel that their merit is appreciated by the management.

Beer -et al (1979), McAfee and Champagne (1993), Allan (1994), Armstrong and Baron (1998). They have strongly suggested that PMS if well designed and implemented leads to positive individual and organizational outcomes. However, researchers have seen very specific elements or outcomes of PMS rather than the whole system that may have been implemented and for example performance discussions between subordinate and supervisors, during the performance management process have been found to influence the performance and behavior of
employees (Beer, 1981). There is a sufficient amount of empirical evidence exists in private sectors that indicates that merit pay plans generally have a positive impact on employee performance and organizational productivity (Heneman, 2002; Huselid, 1995; Jenkins, Mitra, Gupta, & Shaw, 1998, Locke, Feren, McCaleb, Shaw, & Denny, 1980).

Murphy and Cleveland (1995). Performance management systems will work most excellent when the formal goals and organizational uses of performance appraisal are consistent with the goals of other appraisal elements along with the rater and the rate.

Performance appraisal is a critical HR practice which affects several employee related decisions such salary raise, promotion, training needs, task allocation, transfer decisions etc. Thus its perceived fairness and utility evoke positive employee reactions. Past empirical research shows that a performance appraisal would be perceived fair if the employee has clarity on performance objectives (Jackson, John and William 1995), knows appraisal system well (William and Levy 2000), and is involved in the process (Brown and Robert, 1994; Mowen et al. 1985; Thomas and Robert, 1994). Also developmental feedback and close performance-reward relation affects fairness perception positively (Greenberg 1986).

Flapper, Simme DP – et al (1996). Have a consistent PMS more is required than a consistent performance measurement system where the functions in the organization and the tasks for which they are held responsible have been understood to be given. This does not apply for new organizations or new tasks however, but in that case it has to be decided which responsibilities should be assigned to which functions.

Batra (1996) mentioned that in simpler terms, HR audit refers to ascertaining the performance of HR professionals in evolving and converting policies into action in tune with the best interest of organisation to which they are part of.
Sparrow and Budhwar (1997). The findings indicated that leader credibility and motivation to change on the part of the leader significantly increases employee acceptance toward performance management and merit pay. In research study, it was found that the performance appraisal process is a relatively underemphasized factor in Indian managerial practices, which will jeopardize the external strategic competitiveness of Indian firms.

Wright, Patrick M., Gary C. McMahan, Blaine McCormick and W. Scott Sherman (1998) studied the ‘Strategy, Core Competence and HR Involvement as Determinants of HR Effectiveness and Refinery Performance.’ This study examined the impact of strategy, core competence and involvement of HR executives in strategic decision-making on the refinery managers’ evaluation of effectiveness of HR and on refinery performance. Sample was drawn from the population of petrochemical refineries in the United States. In those organisations, where the skilled employees are perceived as the core competence, there was strong relationship between HR involvement and HR effectiveness. HR involvement was unrelated to refinery performance but was actually negatively related when refineries emphasized efficient production as their core competence.

Mount, Michael K – et al (1998). 2350 managers rated their own performance and were also rated by two subordinates, two peers and two bosses and result indicated that trait effects in the performance ratings.

Anantharaman, R.N. and Abdul Rashid Zabid (1999) conducted a study on ‘Human Resource Management Practices: Perceived Organisational and Market Performance’, in the Malaysian furniture industry. A total number of 980 questionnaires were distributed to all the employees of the company. Only 121 responses were received by the investigators. Only 85 questionnaires were found to be fully complete and hence utilized for analysis. The Likert-scale was used, which ranges from 1 (poor) to 5 (good) for each of the statements in the questionnaire.
John Wilson, P and Steven Western in the year (2000)\textsuperscript{117} has done their research in the topic “Performance Appraisal: An Obstacle To Training And Development?” And they have reviewed that in this article the term “performance appraisal” generally meant for the annual interview that takes place between the manager and the employee to discuss the individual's job performance during the previous 12 months and the compilation of action plans to encourage improved performance. Performance appraisal is part of the larger process of performance management. Marchington and Wilkinson in the year 1996 describe it as a cyclical process: determining performance expectations; supporting performance; reviewing and appraising performance; and finally managing performance standards.

Rao, Amba (2000).\textsuperscript{118} Employee involvement and successful experiences will help reduce employee anxiety and skepticism toward performance management processes in Indian firms.

Stivers, Bonnie P and Joyce, Teresa (2000).\textsuperscript{119} Performance management systems should include a balanced set of procedures that are linked to the organization’s strategic objectives wherein managers require timely “gauges” to control operations and get feedback on strategy achievement wherein these gauges must be provided in a balanced performance management system which includes both non financial and financial measures.

Rao (2001).\textsuperscript{120} Conducted a survey of appraisal practices in 45 different organizations (34 private and 11 public sector) and he found that about 50 percent of the organizations seem to profess the purpose of their appraisal as regulating employee behavior as well as developing employee capabilities. About 30 percent of them still use appraisals only for controlling and regulating employee behavior whereas only about 10 percent seem to use appraisals mainly for developmental purposes.
Challis, D., D. Samson, and B. Lawson (2002) studied the relationships between facets of integrated manufacturing, variable organizational investments and the environment in which organizations are operating. Facets of integrated manufacturing (IM) consist of total quality management (TQM), just in time (JIT) and advanced manufacturing technology (AMT). Integrated manufacturing (IM) is related to employee's performance, whereas TQM and JIT are associated with improved manufacturing performance. Study supports the view that effective AMT, TQM and JIT implementations must be complemented with adequate organizational human resource and managerial change. Effectiveness of hard AMT, TQM and JIT enhance employee training, employee performance, teamwork, employee responsibility, job satisfaction etc. It also increases manufactures’ performance and quality.

Paul, A.K. and R.N. Anantharaman (2002) studied the, ‘Impact of HRM Practices on Competence of Software Professionals in India: An Analytical Study’. The companies based in Bangalore and Chennai had been chosen for study. The study shows that there was a positive and moderate correlation between human resource management practices and a sense of competence. Incentive, performance appraisal and selection process made a significant impact on sense of competence. However, induction training, work environment, compensation and career development did not show significant level of relationship. Results show that age, sex, marital status, educational qualification, work experience and tenure with the organization did not show any significant difference in the sense of competence.

Thach, Elizabeth C (2002). 281 executives participated in a six months coaching and 360 degree feedback process and result suggested that combination of individual coaching and multi-rater feedback do increase leadership effectiveness, eventually coaching and 360 degree feedback makes positive impact in terms of developing leaders.
Lawler and McDermott (2003)\textsuperscript{124} in their study on performance management practices of medium and large US corporations found that PMS design related practices or factors such as goals, business strategy driven performance, joint establishment of performance goals, performance results, development planning and salary linkage were highly correlated with system effectiveness.

London, Manuel –et al (2004).\textsuperscript{125} They suggested that educating employees and managers in the context of the expected performance dimensions, can help them to recognize desired behaviors, evaluate performance correctly and provide meaningful feedback, as well as guide their own goal setting and performance tracking. Feedback workshops, appraisal discussions and coaching can make easy these processes. Performance evaluation and goal setting can be used to establish a wide range of developmental assignments and an ongoing program evaluation is required to identify areas for continuous enhancement of the system.

Varman, Rahul (2005)\textsuperscript{126}. Evaluation of Performance Appraisal System of Kashipur textile showed that implementation of performance appraisal system in family run business, found difficult as well as professionalize their management system which inculcate, lack of information for goal setting, discrepancy between self rating and supervisor’s rating, communication barriers and the performance appraisal system was based on personality traits.

Vyas, Rajashree (2006)\textsuperscript{127} had done an empirical study on, ‘Performance Management Systems in Banks: Practices and Effectiveness’. An attempt has been made to study performance management system in banking sector. The objectives of this study are – to understand the frequency with which performance is evaluated, to know the methods used for performance evaluation, to understand the parameters and to apply performance assessment to other areas of HR like training and development, rewards and promotions.
Biswas, Soumendu, Vijai N. Giri and Kailash B.L. Srivastava (2006) conducted a study, ‘Examining the Role of HR Practices in Improving Individual Performance and Organisational Effectiveness’. The study analyses the several factors which have vital impact on individual performance and organisational effectiveness, during post-liberalization period. The participants of the study are managerial executives from nine different firms in India.

Punia, B.K. and Anju Dahiya (2006) conducted a study on, ‘Performance Appraisal Systems in Corporate Sector’. Performance appraisal of employees is an important factor in an organisation. The primary objective of the study has been to elicit employee's comparative opinion on performance appraisal systems being implemented in the Indian corporate sector.

Philip (2006) has collected data on the HR practices for building performance excellence of twenty high performing organisations, including TCS, Wipro, Infosys, HP, Philips, IBM, L&T Infotech, Microsoft, Oracle. Of 20, 11 are MNCs and others are Indian; and the employees’ strength ranged from 1,250 to 30,000. The key parameters that significantly contribute to organisational performance have been identified which include Recruitment system and selection methodologies; Communication within the organisation; Awards and rewards; Motivational approaches and Career management system; HR processes, Organisational culture, and Creating a learning organisation.

An effective organisation is vital to success. However research shows that only 15% of the companies have an organisation that helps them to outperform in a competitive environment. A high performance organisation is known by five important attributes namely, compelling leadership and direction, accountability, talented work force, frontline execution and high work performance culture (Rogers and Blenko, 2006). A high performance work culture comes only through the introduction of innovative human resource practices.

The present study was conducted with the following objectives – (i) to examine the relationships between dimensions of participative climate and member’s perceptions of performance appraisal system in a private sector organization, (ii) to examine the relationships between the demographic characteristics of the employees and the member’s perceptions of performance appraisal system in a private sector organization.

Ghebregiorgis, Fitsum and Luchien Karsten (2007) conducted a study entitled as ‘Human Resource Management and Performance in a Developing Country: the Case of Eritrea’. It studies the relationship between human resource management practices and organisational performance in Eritrea. The present study focuses on multiple measures of performance such as employee turnover, absenteeism, grievances and productivity.

Kumari, Geeta –et al (2010). This study was done on performance management system applied in Endurance private limited, Maharashtra in India wherein most of the employees were in the opinion that performance management system is strongly needed and it carries a very high impact on performance of the employees. Moreover, this system should also be continuously reviewed and if there is a need, it should be changed as per the need.

In a case study of Microsoft Corporation, a US Based Company, Chakraborty (2010) has identified that in the initial stages there was a great appreciation for its employee-friendly HR practices. During 1990s Microsoft started growing rapidly in size; but lost out on the popular element of its work culture. In order to boost the morale of its employees, the corporation has introduced a plan called ‘My Microsoft’ in 2006. The then new Vice- President of HR identified four focus areas where change was needed to be implemented viz., communication with employees; performance appraisal and compensation system; employees’ benefit program; and workplace design. The HR practices brought dividends – Microsoft was able to boost the morale of its employees and the attrition rate went down. The approach is a reflection of the motto “we are here to serve you”.

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Liu (2011) examined the influence of critical success factors on management performance. A questionnaire survey was conducted to collect the relevant data and multiple regression analyses was used to analyze the data. The results revealed that among many critical success factors, support from senior managers, corporate vision, reengineering of corporate flows and project management, selection of appropriate consulting firms and software suppliers, the identification of suitable employees to take part in ERP introduction and the proper training and education programs have positive influences on management performance. The result of multiple regression analysis showed that all of the individual constructs are positively and significantly correlated and the explanatory power of individual variables was high. The research finding can serve as a reference for ERP KM introduction to corporations.

Ibrahim, Mohamed E., Sabri Al Sejini and Omaima Abdul Aziz Al Qassimi (2004) examined, ‘Job Satisfaction and Performance of Government Employees in UAE.’ It studies the relationship between self-rated performance and job satisfaction among government employees in UAE and the effects of other moderating variables (gender, tenure, position, marital status and nationality). The sample of nine government units is a cross-sectional sample that represents different departments.
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