CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

This chapter deals with the introduction, definitions and reviews on organizational commitment of employees and also brings out literature reviews of researchers under various HRM practices and issues that lead to organizational commitment of employees. Every organization or industry is not only made by brick, cement or wood but built by 4 Ms, i.e. Money, Materials, Machines and Men. Success or failure of an organization depends on the effective coordination of the resources such as money, material, machinery and men. Among these, the role and operation of men is the most complex. The man is ultimate resource of any organization because they think, speak and act, so that utilization of this resource is made very critical to the organization. Every success of organization depends on efficient and effective use of man power. HR involvement starts when a man enters in the organization and it ends, when he leaves the organization. HR deals with the human dimension. All the activities of an organization are initiated and completed by persons who make up the organization. Therefore, people are the most significant resources of any organization.

2.2 HRM in relation to Organizational Commitment of Employees

Human Resource Management is the phenomenon of late 19\textsuperscript{th} century, when, with the growth of industrialization in the West, the role of HR manager started to emerge. However, it gained importance in 1950’s, when Japanese used it as a strategic
resource. That led to the coining of the term HRM and the realization among the managements for an organized and militant labour force. There was an essential requirement for efficiency and hence a “Human approach” towards employees yielded greater dividends both at the organizational and national level.

Afterwards, HRM progressed to the centre stage of the organization. Today, therefore in truly world class corporations, the HRM function has assumed a greater significance and plays a comprehensive role in organizational management. The dawn of the 21st century presupposes organizational systemic preparedness for retaining and gaining competitiveness in a global and native business scenario. The early 20th century predominantly focused on the manufacturing or the production priorities of the firm.

HRM has been defined as the function / unit in organisation that facilitates the most effective utilization of HR to achieve the objectives of both the organization and the employee. Traditionally, personnel management is concerned primarily with three basic systems – recruiting, training and compensation.

Subburao (1993) is a compendium, presented the various developments of the HRM in a comprehensive form. It also attempted to look into the current trends in the Human Resource Function, with a view to outline the future developments that are likely to take place in the years ahead. It also discussed in a lucid manner, the topics such as, job analysis, job evaluation, employee benefits, recruitment and selection, line staff conflicts, social responsibility policies along with other current topics such as organizational culture and climate, organizational politics, organizational effectiveness, follower-ship, participative management, dual career problems, quality of work life, quality circles and organizational development.
Textile is industry oriented field where in lot of processes are there to be carried out to convert raw material \ fibers into finished garment. In this process they require technically skillful and motivated human resource. For textile industry, a little bit differences in the scope, approach in HR concept are required, because here people think differently, expect differently. In textile industry, environment is different as compared to other organization or industry, here more interaction is to be carried out, manager spends around 80 per cent of time in handling human resources . A very common problem always exist in every textile oriented unit, that is conflict (grievance) in inter and intra department or between worker and management and hence HR (HRM) play as a tool to resolve this problem efficiently. HRM increase the communication, coordination and involvement so that chances of misunderstanding will be kept at minimum. Even in organizations with educated and experienced staff, due to the lack of cooperation on part of the management, the department cannot carry out its functions. Organisations need committed HRM team and employees to accomplish goals set by the management.

2.3 Organizational Commitment (OC)

Commitment is viewed as an attitude of attachment to the organisation, which leads to particular job-related behaviours. The committed employee, for example, is less often absent, and is less likely to leave the organisation voluntarily, than the less committed employees. Secondly, certain line of research in organizations focuses on the implications of certain types of behaviours on subsequent attitudes. A typical finding is that employees who freely choose to behave in a certain way, and who find their decision difficult to change, become committed to the chosen behaviour and develop attitudes consistent with their choice.
The concept of employment commitment lies at the heart of any analysis of Human Resource Management. Indeed, the rationale for introducing Human Resource Management policies is to increase levels of commitment, so that positive outcomes can ensue. Such is the importance of this construct. Yet, despite many studies on commitment, very little is understood of what managers mean by the term ‘commitment’ when they evaluate someone’s performance and motivation.

2.4 Definitions of Organizational Commitment as Seen and Viewed by Researchers

Herscovitch and Meyer (2002) defines OC as: ‘the degree to which an employee identifies with the goals and values of the organisation and is willing to exert effort to help the organization to succeed’. Some other authors’ definitions on OC are furnished in Table 2.1.

<table>
<thead>
<tr>
<th>Researchers</th>
<th>Definitions of Organizational Commitment</th>
<th>Additional Understanding based on Definitions</th>
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<tbody>
<tr>
<td>Becker (1960)</td>
<td>Employee's organizational commitment develops through their actions and choices over time. Commitment is viewed as a function of employee behavior.</td>
<td>-</td>
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<tr>
<td>Kantor (1968)</td>
<td>Willingness of social actors to give energy and loyalty to the organization.</td>
<td>-</td>
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<tr>
<td>Hrebeniak and Alluto (1973)</td>
<td>The unwillingness to leave the organization for increments in pay, status, or professional freedom or for greater colleague friendship.</td>
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|                                 |                                                                                                       | a) Identification – adoption as the one’s own goals and values of the organization,
|                                 |                                                                                                       | b) Involvement – psychological immersion or absorption in the activities of one’s work role and |

Contd…
# Table 2.1 Definitions on Organizational Commitment (Contd…)

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<tr>
<td>Porters, Steers, Mowday and Boulian (1974)</td>
<td>The relative strength of an employee’s identification with and involvement in a particular organization. Three factors influencing organizational commitment: acceptance of the organization’s goals and values, willingness to work on behalf of the organization and strong affiliation.</td>
<td>Development of organizational commitment is a process that evolves through stages over a period of time.</td>
</tr>
<tr>
<td>Mowday et. al., 1979; Allan and Meyer, 1990</td>
<td>Organizational commitment, as an attitude, has been defined as the relative strength of an individual’s identification with, and involvement in, a particular organization.</td>
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| Liou and Nyhan (1994, p.100), Guffey, et al. (1997) | A. The attitudinal approach refers to the attitude that an employee has towards one's organization.  
B. The behavioral approach states that an employee becomes attached or committed to an organization based on one's individual investment of time, money or training that would be lost if one left the organization. | Ad. A) An employee who has a high organizational commitment will:  
- strongly believe in and accept the organization's goals and values;  
- exert a significant effort for the firm's benefit.  
- desire to remain a member of the organization |
- Continuance commitment (CC) refers to the costs associated with leaving the organization.  
- Normative commitment (NC) refers to a perceived obligation to remain within the organization - added in 1991 by Meyer and Allen - | - |
| Brief (1998) | - emotional attachment (Affective Commitment)  
- the costs of leaving, such as losing attractive benefits or seniority (Continuance Commitment)  
- the individual’s personal values (Normative Commitment) | - |

Source: Review of cited literatures.
2.5 Reviews of Studies on Organizational Commitment of Employees

According to Blau (1964), social exchanges involve 3 unspecified obligations, in which an individual does another a favor for an expectation of some future return, although the time of occurrence of return and the form of return is often unclear. A social exchange is based on undeclared obligations and trust (Tansky and Cohen, 2001). Social exchanges may also involve reciprocity (Blau, 1964). Gouldner (1960) defined reciprocity as the norm which obligates the recipient of benefit to repay the donor in some way. Therefore, employee-employer relationship might be viewed as social exchange. An employer may acknowledge an employee’s efforts by offering opportunities and benefits, and in return for these opportunities and benefits, employees may feel obligated to reciprocate and may become more committed to the organization.

Johnson et. al., (1978) explained that Quality of work life (QWL) consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employer. It requires employee commitment to the organization and an environment in which this commitment can flourish. Part of the commitment to the organization is the various attitudes or value judgements of people to their jobs and to their total work environment.

Sharma (1978) studied twelve organizations in different parts of the country to examine labour force commitment. With a sample of 1971 industrial workers, he came to the following conclusion: much of the tension and strike that pervade the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlation analysis showed that, the workers’ attitude and
orientation towards both the company and the job are not influenced by their socio-cultural background. Instead, these are significantly found associated with the following sets of factors: a) preference for industrial work, b) personnel policies and practices, c) work technology and d) union involvement. He suggests that it is futile to blame factors such as socio-cultural background or rural / agricultural origin of the workers as the cause of low commitment. He suggests improvement in two areas, a) work technology, and b) organizational culture.

Jermier and Berkes (1979) collected data on organizational commitment from over 800 police officers. The researchers were investigating the relationship between job satisfaction and organizational commitment. Findings revealed that employees who were more satisfied with their job had higher levels of organizational commitment.

Wiener and Vardi (1980) looked at the effect that organizational commitment had on commitment to the job and career commitment. Their participants included 56 insurance agents and 85 staff professionals. The researchers reported positive relationships between organizational commitment and the two other types of commitment.

Nitish De (1984) discusses for concepts, problems, issues and experiences in quality of work life. He initiated work on job or work designing in India through his associates. Successful experiments have been carried out on several settings by them. His major findings indicate that for making the quality of work life better, the practice of job redesign and work commitment are suggestible.

According to organizational support theory, employees form general beliefs about the extent to which the organization values their contributions and cares about
their well-being (Eisenberger et al., 1986). Based on the norm of reciprocity, such perceived organizational support make employees feel obligated to care about the organization’s welfare and to help the organization reach its objectives. One way that employees may approach to satisfy this indebtedness is through greater affective commitment to the organization and greater efforts to help the organization.

Reichers (1986) claimed that organizational commitment was in reality a collection of commitments to multiple coalitions and constituencies (e.g. owners / managers, rank-and-file employees, customers/clients). In an examination of this claim, Reichers undertook a study to measure the commitment of 124 mental health professionals. Her only significant correlation was between organizational commitment and top management’s goals and values.

A study by Landau and Hammer (1986) showed that employees who perceived opportunities of advancement in their organization were more committed to their organizations.

DeCotiis and Summers (1987) undertook a study of 367 managers and their employees. The researchers examined the relationship between organizational commitment and the outcome measures of individual motivation, desire to leave, turnover and job performance. Organizational commitment was found to be a strong predictor for each of these outcome areas.

Meyer and Allen (1991) have used affective, continuance and normative commitment to capture the multidimensional nature of organizational commitment. Affective commitment is considered a more effective measurement of organizational commitment. Meyer and Allen (1997) buttressed their support for the importance of affective commitment by explaining that employees with strong affective
commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or normative commitment.

Angle and Perry (1991) undertook a study to determine the effect that organizational commitment had on turnover. The participants included 1,244 bus drivers. Findings revealed a negative relationship between turnover and organizational commitment. In short, employees who intended to leave the job were not committed to the organization.

Organizational commitment has been considered as one of the most important predictors of turnover and intention to leave. It was found that employees who were more committed to their organizations had lower intention to leave than those with lower organizational commitment (Griffeth and Hom, 1995; Igharia and Greenhaus, 1992).

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Fields and Thacker (1992) conducted a study on the influence of QWL on company and union commitment after the implementation of the joint union management QWL program. Results indicate that company commitment merged only when participant perceived of the perception of Quality Work Life effort as
successful, but union commitment increased irrespective of the perception of Quality Work Life success.

In another study involving 763 employees, Becker (1992) examined whether employees’ commitment to different constituencies or to the overall organization were better predictors of job satisfaction, intention to quit, and prosocial behavior. He discovered that employees' commitment to top management, supervisors and work groups contributed significantly beyond commitment to the organization. The effect of information sharing on OC got more support from a study by Kinicki, et. al., (1992). The results showed that employee work attitudes (OC) are influenced by actual human resource programs. Building on their results, the authors proposed that along with using other HRM practices (training, staffing, etc.,) when an organization shares information with its employees and asks for employee suggestions, employees tend to believe that the organization supports them and are committed to them (Perceived Organisational Support). In turn, this positive impression results in positive employee attitudes.

In nine studies involving 2,734 persons, Dunham, Grube, and Castaneda (1994) examined how participatory management and supervisory feedback influenced employee levels of affective, continuance, and normative commitment. The researchers found that when supervisors provided feedback about performance and allowed employees to participate in decision-making, employee levels of affective commitment was stronger than both continuance and normative. That is, employees indicated staying with the organization was more related to wanting to, rather than needing to or feeling they ought to.
Arthur (1994) reported that organizations with “commitment” human resource systems and such organizations, emphasizing the development of employee commitment, had higher productivity measured with lower scrap rates and lower employee turnover than firms with “control” systems, emphasizing efficiency and the reduction of costs, when he collected data from 30 steel mills.

Lucero and Allen (1994) reported that the number of employee benefits provided by employers and cost associated with these benefits has increased over the years. However, in order to cut labor costs, organizations are decreasing their benefits packages. However, many employees have become dependent on employer-provided benefits to help satisfy basic security needs. This has lead to a conflict between worker expectations and employer practices and it has resulted in violation of employee psychological contracts. The study proposes ideas for resolution of this employee-employer conflict and that would result in psychological contract fulfilment. One proposed idea was to lower the costs of employee benefits without eliminating them, e.g., trade-off unused benefits for pay, emphasis on wellness programs and preventive health care measures etc. Therefore, benefits were included in this study because of its anticipated significant effectiveness with psychological contract fulfilment.

Wong, et al. (1995) studied about a relationship between three attitudinal antecedents to turnover, OC, job satisfaction and turnover intention. Upon examination of their full model to determine the relationship between the attitudinal antecedents, they found that OC significantly predicted turnover intention whereas job satisfaction had no effect on turnover intention. The finding suggests that employees who are committed to an organization are less intended to leave their employers.
In a study involving 109 workers, Loui (1995) examined the relationship between the broad construct of organizational commitment and the outcome measures of supervisory trust, job involvement, and job satisfaction. In all three areas, Loui (1995) reported positive relationships with organizational commitment. More specifically, perceived trust in the supervisor, an ability to be involved with the job, and feelings of job satisfaction were major determinants of organizational commitment.

Cohen and Kirchmeyer (1995) undertook a study to investigate the relationship between affective, continuance, and normative commitment and the non-work measure of resource enrichment. Their participants included 227 nurses from two hospitals. The researchers found positive relationships between resource enrichment and both affective and normative commitment. However, the relationship between continuance commitment and resource enrichment was negative. In effect, employees who were staying with the organization because they wanted to or felt they ought to, indicated higher involvement and enjoyment with work activities. Whereas, employees who were staying with the organization because they felt they needed to, indicated less involvement and dissatisfaction with work activities.

Becker, Billings, Eveleth, and Gilbert (1996) also explored whether commitment to the supervisor or to the organization had the greatest impact on the performance ratings that supervisors gave to newly hired employees. From their study of 281 participants, the researchers found that commitment to the supervisor and the supervisor’s values was more strongly related to performance ratings than was employee commitment to the organization.
In a study of 238 nurses, Cohen (1996) investigated the relationship between affective, continuance and normative commitment and the following other types of commitment: work involvement, job involvement, and career commitment. Findings revealed that affective commitment was more highly correlated with all the other types of commitment. In other words, employees who remained with the organization because they wanted to were more likely to exhibit higher levels of commitment to their work, their job and their career.

The effect of managerial actions and leadership factors on the climate of the organisation has been known since the studies of Litwin and Stringer (1968), McGregor (1987) Kozlowski and Dougherty (1989) and others. Brown and Leigh (1996) argued for supportive management where subordinates may try and fail without any fear of reprisals. This is where employees are allowed to experiment with new methods bringing creativity to workplace problems. The level of control and freedom and sense of security that this supportive style of management engenders is more likely to produce a high level of job commitment and motivation (Argyris, 1964; Kahn, 1990). The Brown and Leigh (1996) study clearly demonstrates the positive relationship between supportive management together with clear work goals as being crucial in producing greater job effort, commitment and performance.

Irving, Coleman, and Cooper (1997) investigated the relationship between affective, continuance and normative commitment and the outcome measures of job satisfaction and turnover intentions. Total participants for the study included 232 employees. Results revealed that job satisfaction was positively related to both affective and normative commitment. However, job satisfaction was negatively related to continuance commitment. All three types of commitment were negatively
related to turnover intentions, with continuance commitment having the strongest negative relationship.

Arun Wakhu (1999) observed that, when value based management goes hand-in-hand helping people find and do their job, their most natural work spirit unfolds further in the organisation. He called it as ‘good work’. He added the ‘good work’ is working with a spirit of love and total commitment, making the work, a constant challenging adventure rather than routine drudgery.

Research by Saipin Narongrit and Supit Thongsri (2001) dealt with the quality of work life and organizational commitment. The objectives of this research were to study the level of the asset management organization, Thaitoyo Denso Company Limited staffs’ quality of work life and organizational commitment, to compare the organizational commitment according to personal factors, and also to analyze the factors affecting organizational commitment. The population consisted of all the two hundred employees in Thaitoyo Denso Company Limited. Data were collected by using questionnaires and analyzed by using SPSS / FW computer program. The statistics used for analyzing the data were percentage, mean, standard deviation test at the 0.05 per cent level of significance, and Pearson product moment correlation coefficients at the 0.01 per cent level of significance. It was found that the levels of the staffs’ quality of work life were moderate. Personal characteristics like sex, age, status, education, position, staff salary, and line function caused no difference. All factors of quality of work life had positive correlation with organizational commitment.

Organizational climate influences work attitudes (e.g., job satisfaction, organizational commitment), service quality, and staff turnover (Glisson and James,
2002). Work attitudes also mediate the effects of climate on employee performance and motivation (Parker et al., 2003).

Chang (2005) examined HRM practices as a whole, measured at an organizational level and found significant positive relationship with employees’ overall perception of the organizations’ HRM practices, measured at an individual level. Overall perception of employees about the organizations’ HRM practices indicates an employee’s overall perception of the organization’s diverse HRM practices and it was considered an important factor in understanding employee behaviors at the workplace as they are exposed to diverse HRM practices rather than a single practice (Chang, 2005). Secondly, Chang also examined the effects of overall perception on organizational commitment.

The antecedents of OC have been investigated in the light of social exchange theory (Blau, 1964; Gouldner, 1960; Rousseau, 1990). Social exchange is defined as cooperation between two or more parties for mutual benefit (Robinson et al., 1994). Researchers have increasingly adopted social exchange as a theoretical foundation for understanding employee-employer relationships (Coyle-Shapiro and Conway, 2005).

In a study to determine a relationship of organizational commitment and job satisfaction with intention to leave among government doctors, Samad (2006) found that OC contributed the highest variance in intention to leave.

Karin Sanders, Lve Dorenbosch Renee de Reuver (2008) analyze to find out whether individual perception of a HRM system distinguishes consistency and consensus and shared perceptions of HRM (climates strength) which are positively related to effective commitment in the organization. Also examine if climate strength has a mediating effect in the relationship between the individual perceptions
of an HRM system and effective commitment. The study was conducted with data from 671 employees, 67 line managers and 32 managers within four hospitals. Result of two levels analyses (department employees) showed that the perception of distinctiveness, consistency and climate strength expected are positively related to effective commitment. Instead of a mediating effect of climate strength, a moderator effect was found and that the relationship between consistency and effective commitment is stronger when climates strength in high. Research limitation and implications show that the researchers offer some recommendation to focus on the process of HRM to term of distinctiveness consistency and consensus and on the importance of shared perceptions within a department. The study also shows the impact of aspects of the process of HRM on the individual level and shared perception of high commitment HRM on the department level of effective commitment of employees.

The reviews deal with the previous studies between the years 1950 and 2010, which are grouped on the basis of following eight factors,

1. Staffing
2. Training and development
3. Performance Feedback
4. Rewards
5. Motivation
6. Welfare measures and Quality of work life
7. Organizational communication and
8. Employee participation
REVIEWS ON VARIOUS RESEARCHES ON HRM PRACTICES LEADING TO ORGANIZATIONAL COMMITMENT (OC) OF EMPLOYEES

2.6 Reviews of studies on Staffing leading to OC

Joshi S.S., et al., (1991) in their article titled “Recruitment, Training and Manpower Development in Bombay Electric Supply and Tramways company” have indicated the necessity of training to the staff at all levels of manpower planning in public transport undertakings. They have suggested that proper recruitment, training and manpower development are most important at every level of the organization so that it results in efficient management and effective utilization of all resources, especially in Transport undertaking.

Fisher and Marciano (1997) made a study on “managing human resource shortages in a unionized setting: best practices in air traffic control”. Human resource shortages require effective human resource management. Findings from research about ongoing labor shortages in Air Traffic Control (ATC) are used to build a preliminary theory of appropriate HRM responses. Their international sample of major ATC agencies generally developed a set of best HRM practices to attract, motivate, and retain human assets. Key factors included 1) cultural and institutional norms, 2) technological changes, 3) union responses, and 4) organizational form and structure (e.g., civil service versus commercial firms) while ATC’s rare human aptitudes, lengthy training to develop firm, specific human capital and lifelong employment may limit the preliminary theory’s general applicability and crucial lessons emerge about human resource planning.
Pfeffer (1998) stresses that the successful management of people will have multiple dimensions that are shown by certain organisational characteristics, namely,

1) Employment security,

2) Selective hiring of new personnel,

3) Self-managed teams and decentralization of decision making as the basic principles of organisational design,

4) Comparatively high compensation contingent on organisational performance,

5) Extensive training,

6) Reduced status distinctions and barriers, including dress, language, office arrangements and wage differences across levels and

7) Extensive sharing of financial and performance information throughout the organization,

For Pfeffer, these characteristics must be viewed in a holistic way because if firms try to implement these initiatives on a piecemeal basis they can actually be counter-productive. Whilst it clearly takes time to implement such an agenda for change, a time horizon needs to be set for implementation. Pfeffer has pondered over the above seven practices of successful organisations from various studies, related literature, observation and experience.
2.7 Reviews of Studies on Training and Development Leading to OC of Employees

Naylor, James, Briggs, George E’ (1965) team-training effectiveness under various conditions say; that the transfer performance of 3- man teams was measured as a function of two system variables (task complexity and organization) and training variable (skill level of a replacement) for the team members in a stimulated radar controlled aerial intercept task. Each independent variable influenced team performance. Task complexity had a consistent effect across all transfer sessions with superior performance only after the replacement occurred with superior performance by teams organized to permit each superior to work independently of (rather than interact with) his counterpart. The teams receiving a more highly trained replacement improved in performances immediately following the teams with a less skilled replacement and actually found deteriorated slightly but then recovered in a subsequent work period.

Rudrabasavarajis’ (1979) study of 12 leading organizations in the private sector shows that the majority of Indian organizations in the private sector do not follow the procedure to select people for various training programmes, which is irrational. Not frequently those persons are sent for training by either finding them at a loose and not suitable slot being readily available for their posing or for want of a holiday at company expenses.

Banerijii (1981) for his study, collected data from supervisors who had undergone training in an Indian engineering company and they were administered with a check list. Most of them felt that training did improve their self confidence, motivation, identification with management goals, communications ability and skills.
Patty D. Renfrow (1982) study of 104 “non – user” enterprises reveals that only in a few big industrial organizations of our country, training programme are conducted in terms of specific organizational needs and the peculiarities of the industry concerned. Employees’ needs of training in these organizations are determined through supervisory recommendations and analysis of job requirements; and employees themselves suggest the type of training needed by them.

Lessile Rae (1983) recorded the precious concepts, terms, methods approaches which are currently used in training and development. The merits and demerits of various training approaches are discussed in thread bare. As the author is from UK manpower service commission, his extensive experience will be highly useful to all kinds of professional’s namely fresh trainers, line managers, experienced trainer and so on. These components focus on various approaches such as lecture, self development, training at work, learning in groups, one to one interaction training, feedback and evaluation.

Chandra Sekhar Pillai (1983) in his study of recruitment and training of managers in the public sector concerns in Kerala concentrated on various methods of recruitment and training of managers of public sectors during the period.

Noe Raymond (1985) studied trainees’ attitudes and neglected influences on training effectiveness and found out the influences of trainees’ characteristics on training effectiveness and focused on the level of ability necessary to learn programme content. Motivational and environmental influences of training effectiveness have received little attention. This analysis integrates important motivational and situational factors from organization and attitudes may influence the effectiveness of training.
Paul D Chowdry (1986) tried hard to identify training methodology in the field of social development and in child development. The core value of this material is focusing on training strategies and methodology suitable for social and child development.

Swanson, Richard A Sleezor and Catherine (1987) describe the training effectiveness evaluation novel technique for assessing the effectiveness of occupational training programmes. Tools for measuring training effectiveness and systematic reporting of the results of training programme evaluation are described.

Balachandran (1989) a pioneer executive in LIC having vast experience in a variety of functional areas, analyzed the training basics in different perspective. Unlike other trainees he has not discussed theoretical aspects of training rather, he shares his experience for the new trainers about how they can be instrumental for effective learning instead of teaching. The two-fold designs of this book have really provided a through foundation for improving the trainees effectiveness such as a) aspects of training that are relevant at all times namely teaching vs learning and b) aspects of training that are specially relevant to different methodologies, lecturing, case studies, in basket modal office, project work and so on.

Rahman Mohammed Ataur (1989) in his work deals with management training in nationalized commercial banks in Bangladesh, which concentrated on importance of training of employees in service sectors for enabling enhanced services.

Tseng and Ismail (1991) discussed the importance of QWL in Singapore in terms of its main resource, humans, and in terms of Singapore’s increasing emphasis on high technology industries. With higher education and more training, Singaporean workers have rising expectations with regard to the workplace. Therefore, it is
important that organizations foresee the needs of a rather large segment of potential employees. Quality Work Life programmes may be the kind of approach to help and fulfill the rising expectations of the more highly educated and trained workers.

Krishnamoorthy, N (1993) viewed that the workers are to be educated and their systematic training needs to be met and given to workers in jobs to make them give their best. The wage structure needs several reforms to ensure that more skilled and better performing workers are in fact paid more.

Long Richard (1993) conducted the study to see the impact of new office information technology on job quality of female and male employees and found significant increase in job quality of both male and female employees subsequent to the introduction of computerization and further found that female experienced much larger increase than males. This occurred because clerical and secretarial employees experience much larger increase in job quality than did professional/technical employees or managerial employees.

Prem Babu (1993) in his article titled “Human Resource Development in Greater Manchester Buses United Kingdom” has highlighted the details of human resources department of GMBL, training and development and leadership problem in the GMBL. He has concluded that the training programme for managers and supervisors in GMBL would be the need of the individual managers and supervisors for overall improvement in the performance of the GMBL Company.

Deenadayalan (1995) is of the view that most of the managements have side-lined the human resource management function due to lack of immense knowledge about the importance involved in the successful handling of human resource management function. They have to organize conferences, workshop etc, offered by
leading organizational individual experts in a phased manner to obtain expert
guidance in improving the efficiency of the personnel to meet the challenges faced by
the organizational heads. It advocates training for people by identifying their training
needs.

Moorthy and Mohan (1999) in their article “Need for a Study on Effectiveness
of Competence-based Training Program to Drivers in STUs” have presented details of
the need for scientific training to the STU drivers. They concluded that the conductor
and driver training programme would have a positive effect on the operational
efficiency of the STUs by the proposed training design and module.

Bartlett (2001) explored effects of training on organizational commitment and
found that perceived access to training produced the highest correlations with OC.
The results showed that employees perceived the availability of training as support
from their employer, which made them more committed to their organization. A
significant positive relationship was also reported between OC and perceived support
for training from colleagues and management. The results implied that employee
perceptions, that the management strongly supports training programs, influence
employee attitude and their participation in training.

Dnyanesh Patil and Meenakshi Gupta (2005) viewed that individual
motivation is one of the major factors in conducting effective training and
development of employees as a suitable resource.

Mrayyan (2005) says that the variables of encouragement, feedback, a
widening pay scale and clear job description, career development opportunity,
supportive leadership style, easy communication with colleagues and social
interaction positively affect job satisfaction, whereas role of stress has a negative influence on it

Shashank Shah et al. (2006) revealed that the success of any employee assistance programme depends on workforce development and quality of work life and total well being of employees in the organization and importance of holistic approach towards employee assistance programs.

Newton, B (2006); His article is based on age discrimination in training and development, and says that the practical advice offered can be applied generally to all areas of training and development in the workplace. There are practical steps on how to implement a training policy to facilitate access to all employees in the organisation. All the important areas of best practice in delivering training and development programmes are identified.

Herman Aguinis and Kurt Kraiger (2009) were focusing on the benefits of training and development for individuals and teams, organizations, and society. They adopt a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders. They also review the literature on needs assessment, pre training states, training design and delivery, training evaluation, and transfer of training to identify the conditions under which the benefits of training and development are maximized. Finally, they identify research gaps and offer directions for future research.

Chiun and Maw (2009) advocated that two components of human resource (HR) practices namely, training and information technology have direct impact on organizational performance.
Zaini, Nilufar and Syed (2009) identified four HRM practices and showed that training and development, team work, HR planning, and performance appraisal have positive and significant influence on business performance.

2.8 Reviews of Studies on Performance Feedback Leading to OC of Employees

Performance relates to the manner in which the formal requirements of the job are attended to, and it is here that the citizenship or pre-social organizational behaviours have an important role. These refer to 'constructive or co-operative gestures that are not mandatory' without which attachment performance and ultimately productivity will slowly deteriorate (Brief and Motowidlo, cited in Kopelman et al., 1990). Schneider, Gunnarson and Niles-Jolly (1994) claim that organizational citizenship behaviour is essential in creating a climate that allows for organizational success. Perceptions of fairness and trust, norms of helpfulness and cooperation and fair reward systems based on a broad range of contributions are seen as essential in creating a good climate.

Economists have also investigated the relationship between HRM practices and company and worker performance and suggest that these practices have the potential to ‘transform’ organisations into being cost-efficient and productive, whilst also increasing employee well-being. Huselid (1995) finds that a standard deviation increase in ‘high-performance work practices’ translates into a seven per cent decrease in turnover, an increase of $2,700 in sales per employee, a $19,000 increase in market value and $4,000 rise in profits.

In the HRM literature, a few sociological and psychological studies have focused on the effects of job satisfaction on firm and employee performance. The
majority of these studies are descriptive and often based on case studies (Purcell 1999 and Ramllal 2003), which mean that the findings from this research cannot be generalized. For instance, Truss 2001 analyses a single firm (Hewlett Packard), whereas Rigano and Donna (1998) researched on the experience of one worker.

Performance appraisal effectiveness was included from Chang’s (2005) study of the influence of employees’ overall perception about the organization’s HRM practices on OC. It was found that employees’ beliefs that the HRM practices of the organization were effective, resulted in higher OC. Performance appraisal effectiveness was one of the factors included in the study along with training effectiveness, staffing, grievance system and suggestion system effectiveness.

Altarawmneh and al-Kilani (2010) examined the impact of human resource management (HRM) practices on employees’ turnover intentions. The results showed that job analysis had a significant effect on employees’ turnover. However, no statistical evidence was found regarding the effects of other HRM practices on employees’ turnover intentions. The study suggests that incentive plans based on rewards, bonuses, salaries enhancement, and performance appraisal reports could be useful strategies to be reconsidered in the survey. This paper utilizes HRM practices in specific internal fit as an ideal set of practices which identify three variables; supervision, job training, and pay practices that are believed to influence job satisfaction and turnover of the employees. Some of the practices of high performance working system were practiced by previous HRM researchers such as Bradley, Petrescu and Simmons (2004).
2.9 Reviews of Studies on Rewards System Leading to OC of Employees

Sekaran (1981) used a multi-variate cross-cultural approach to explore the meaning of two attitudinal concepts such as job involvement and job satisfaction. The study sample consisted of 267 white collar workers from US banks and 307 from Indian banks. He found that in both the cultures, job variety and stress were the two common predictors for job satisfaction. Income was a third significant predictor in the US while communication was the third additional predictor in India. For job involvement, age appeared to be a differential predictor. The author concludes that a manager should concentrate on job design and stress reduction so as to enhance the job satisfaction of employees in both cultures.

Rice, Gentile, and McFarlin (1991) found that job facets (e.g., pay amount and coworkers) are the individual components that make up their experience at work and satisfaction is an individual’s evaluation of that particular facet. Individuals may feel highly satisfied, neutral, or highly dissatisfied about a job facet based on how important that job facet is to them. Individuals cannot feel satisfied or dissatisfied with a job facet that is not important to them.

Carr and Kazanowsky (1994) successfully showed that inadequate salary is directly related to employees’ dissatisfaction in his job.

In terms of the relationship between pay and job satisfaction, Clark and Oswald (1996) shows that a workers’ reported level of well-being is weakly correlated with their income.
Aboo Backer, P.K (1998) concluded that efforts should be made to provide attractive salaries to the skilled and technical people as in the case of private spinning mills.

Kanungo (1998) conducted a study on reward system mechanisms and found that reward systems are designed to attract individuals with the knowledge ability and talents demanded by specific organizational tasks. Reward systems are designed to retain valued and productive employee who perceive the reward system as fair and equitable, relative to the market. Reward system are designed to motivate individuals and group within the organization to maintain regular attendance and higher standards of performance on the job and it can also promote among its members certain favorable attitude towards the organization itself.

Panda (2000) in a research on Human Resource Management in hotel industry in Nagaland has studied the size and structure of human resource and the practice of recruitment and the maintenance of the resources and has found that majority of the workers were paid monthly wage with some benefits like free meals, accommodation, medical expenditure, dress and in some cases Sunday allowance in addition to the salary package. He also studied as to how satisfaction was found among the workers at floor level but it varies from enterprises to enterprises.

Jacob Thomas and Sasi Kumar, K (2000) viewed that attractive salary and the promotional opportunities are the motivating factors influencing employees to join in the organization. There is a need to improve the quality of training for the optimum development of human resource in co-operative banks.
Judge et al., (2001) described in a scenario where a pay raise and a promotion were given to a person who believes himself or herself to be worthless. The level of satisfaction such a person derives is considerable.

Other studies show that it is relative income rather than own income that matters (Hamermesh, 2001; Clark and Oswald, 1996; Shields and Price, 2002).

Abdul Naser (2001) concluded that compensation must be considered in total and the purposes of equity and consistency must be served. Stock options must be approached with caution and bonus should be a true incentive fairly and conscientiously administered, if its full value is to be realized.

Compressed pay promotes team effort and cooperation by creating a more egalitarian workplace, which tends to reduce turnover (Beaumont and Harris, 2003).

Arjun Rao, P and Sridhar Raj, A (2004) viewed that factory workers and low grade employees generally are motivated with more pay. Praise and reward go a long way in motivating people to work. Award of punishment invites resentment which should be discouraged as far as possible.

GI Choon Kang et al., (2004) measured that higher wages increase labour and decrease welfare programme participation. An increase in non-labour income decreases both labour market and welfare participation.

Shanmuga Sundaram, S., and Natarajan, C (2005) concluded that the existence of two different pay structures may adversely affect the morale of employees and it may create disparities among the employees.
Pooja Purang (2006) identified that the appraisal and reward mechanism should be such that make the employees feel safe, happy and help develop their potentials to the maximum. It improves the productivity of employees in the organization and it is important to focus on various aspects of the HRD climate prevailing in the organization.

Kalaiselvi (2007) revealed that the rewards have to bring out the same or better level of performance from the same individual and the delayed reward defeats its own purpose.

Md.Zafor Sadique (2007), in his study on quality of work life of four sugar mills in Bangladesh investigated that,

a) Designation, experience and age of the sugar mill employees do not alter their rating of the existing and expected quality of work life.

b) Sugar industry is functioning in an environment, where four major determinants of quality of work life i.e., Participation in decision making, Pay and allowance, Compensation and Career advancement are largely missing and the employees would like to see an environment that includes these determinants.

c) Most of the determinants of quality of work life do need immediate attention from the government and the concerned authority to improve the quality of work life (QWL).

Many literatures exists on the effects of introducing new pay practices in companies, although there are a few empirical studies and none that address the
relationship between such practices and job satisfaction. The most notable exceptions
on the empirical side are Black and Lynch (2004), Cappelli and Neumark (1999).

2.10 Reviews of Studies on Motivation Leading to OC of Employees

The distinction made between job satisfaction and dissatisfaction in quality of
working life reflects the influence of job satisfaction theories. Herzberg et. al., (1959)
used “Hygiene factors” and “Motivator factors” to distinguish between the separate
causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator
factors are intrinsic to the job, i.e., job content, the work itself, responsibility and
advancement. The Hygiene factors or dissatisfaction-avoidance factors include
aspects of the job environment such as interpersonal relationships, salary, working
conditions and security. Of these latter, the most common cause of job dissatisfaction
can be company policy and administration, whilst achievement can be the greatest
source of extreme satisfaction. It is understood that the satisfaction in work place can
be attained only with a good environment and the behaviour of the people around
them.

Litwin and Stringer (1968) emphasized on the concept of climate and its
influence on the McClelland's ‘need factors’ of motivation i.e., power, achievement
and affiliation. Attempts were also made to establish the operationalization of climate
through the assessment of members’ perceptions. Climate has very strong influence
on the individuals in terms of job performance and work attitude (Joyce and Slocum,
1979 and 1984). Organizational climate can therefore be described as the aggregate
perceptions on the characteristics of organizations.
Hackman and Lawler (1971) present an alternative facet-based theory of job satisfaction, whereby job characteristics, such as task variety, autonomy, feedback, identity and task significance influence motivation and job satisfaction.

Arvey and Dewhirst (1976), took 271 scientists as a study sample, and found that the degree of job-satisfaction of the workers with high achievement motivation exceeded that of workers with low achievement motivation. Also autonomy is an important concern for employees’ job satisfaction.

Traditionally, economists have embraced job satisfaction with ‘professional suspicion’ (Freeman, 1978) because it is a subjective variable.

Warr and colleagues (1979) in an investigation of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, they found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Sinha and Sahaya (1981) opined that even the best sophisticated and modern equipment could give no result if the human machinery marshaled to operate them was not sincere, effective and efficient in using them to the best advantage of the organization. He urged the personnel management to create conditions under which
each individual employee would not only give maximum job performance, but would also feel maximum job satisfaction.

Promotion opportunity and respectful treatment figure out in many of the studies as influencing job satisfaction of employees. Monetary compensation remains as one of the important element of the package. A good basic pay, rewards and incentives do impact the job satisfaction of the knowledge workers (Kalantan, Al-Taweel and Ghani 1999; Martin and Schinke 1998).

Some studies by labour economists show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and hence generate higher labour productivity (Cully et. al., 1999; Boselie et. al., 2001). However, overall job satisfaction need not increase if effort is a ‘bad’ and rational workers’ aim is to maximize the returns from the exerted effort.

Michael Austine Anscur, A (2002) viewed that good welfare facilities motivate employees for regular attendance and enhance their morale to a great extent.

Geetha, S.K (2002) concluded that the management may take special interest in guiding the supervisors in maintaining a cordial relationship with the workers and it is also essential that the management periodically reviews the relationship that exists between the supervisors and workers which motivates for promoting smooth interpersonal relationship at work place.

Gauri Shankar and Geetha Man Mohan (2003) in their article entitled “Impact of professionalism on managerial self-actualization and job performance” have studied managerial motivation and job performance. In this paper, an attempt has been
made to find the impact of professionalism on the primary relationship between self-actualization and job-performance of industrial managers. It has been found that professionalism shown by industrial managers in what they do has a positive impact on their relationship between self-actualization and job performance and managers with professional qualification in engineering and accounting have relatively higher degree of such relationship.

Madumathi, M and Desai, R.G (2003) suggested that the establishment of a rehabilitation centre should provide employment opportunities to the dependents of the deceased employees and also recommended that medical reimbursement should be provided to the employees in order to increase the productivity and to reduce absenteeism and to increase the morale of the workers.

Job satisfaction is specified as a function of several individual and job characteristics and interpreted as a utility function (Clark and Oswald 1996; Easterlin, 2001; Nguyen, Bradley and Taylor, 2003).

Bower D, Oslroff E (2004) discuss on “how human resource management (HRM) practices as system can motivate employees to adopt desirable attitudes and behaviours” and lead to desired firm outcomes such as productivity, financial, performance and distinguished the content and process of an interrelated features of an HRM system. Also they discuss climate as a mediator of the HRM firm performance relationship introducing the concepts of situational strength and explaining how an organizational climate can act as a strong situation. They further examine the features of an HRM system explaining its strength in term of its effectiveness in conveying the type of information needed to create a strong situation. The authors review the HRM characteristics that can foster distinctiveness,
consistency and consensus and reflect on the consequences of the strength of the HRM system. They are arguing that it leads to the emergence of collective perceptions (organizational climate) from individual perceptions (psychological climate).

Benoit Mahy Robert Plasman, Francois Rycx (2005) have aimed to stimulate delusions on “the econometrics of labour demand”. They focus on aspects of HRM including incentive pay schemes, job satisfaction, promotion and social concern. Dispersed pay structures may induce higher levels of performance as employees’ have to work harder to move up the pay ladder. This is consistent with the notion of promoting the ‘star’ workers in a competitive environment and the provision of compensating differentials for high-risk jobs.

Matur, J.S (2005) viewed that the employees who are engaged in operation of trains and have accident free record are to be given monetary and non monetary motivation.

Dnyanesh Patil and Meenakshi Gupta (2005) viewed that individual motivation is one of the major factors in conducting effective training and development of employees as a suitable resource.

Shiralashetti (2006) exhibited that motivation no doubt improves the productivity and profitability of any organization by boosting the morale of employees. However, identifying the right motivating factor becomes very difficult for small firms due to many limiting factors. But by using the theories of motivation to motivate the employees in the organization the firms can improve performance by motivating employees.
David King (2006) measured that when an employee feels good about his work, there is always an emotional awareness that he is doing something worthwhile. A sense of meaningfulness is the feeling that the employee is on a path that is worth his time and energy.

Mallikarjunan, K (2006) concluded that common financial incentives like increment, bonuses and other perquisites provide a conducive atmosphere in the work place and also raise the employee to the level of an engaged employee.

Zafrut Allam (2006) viewed that motivation comes from the employees’ feelings of accomplishment or job content rather than from the environmental factors or job context. It is essential that in order to get the maximum from our employees, they must be properly energized or motivated for better performance.

2.11 Reviews of Studies on Welfare Measures and Quality of Work life Leading to OC of Employees

Stanely, E (1974) had presented impact of job satisfaction on quality of employment in social indications research. Seashore Stanely, E also assessed the experience of US in this regard. Taylor, J.C (1979) had examined various dimensions of quality of work life.

Fazakerley (1975) claims that workers want from their employment-challenge they can meet. Some immediacy knows how well they are doing, the interesting work, congenial social climate and degree of security enables them to work in co-operative rather than conflict ridden situation.

Craven (1975) emphasized “Technology” while permitted to develop a “Workshop Environment” which allows far greater responsibility involvement on the
part of the workers. He suggests, however, that the success of such efforts depends largely on the flexibility of management and on its willingness to allow the changing management relationship with the employees to evolve rather than be engineered.

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

Goodman (1979) found that people are looking for new ways to structure jobs and to organize work in order to improve economic experiences for the worker. The development of the International Quality of Work Life Movement may be seen as a response to three major problems: 1) widespread and growing dissatisfaction and/or alienation of blue collar and white collar employees as well as many managerial personnel from their work and from the organization in which they are employed, 2) declining rate of growth in labour productivity in the face of energy shortages and 3) the growing recognition of the paramount role of individuals’ “quality of work life” in physical and mental health as well as in family and community well being.

Singh, J.P (1983) in his paper presented in the National Symposium on QWL, Hyderabad on “Towards a Human Philosophy of Job Design” and in his book on quality of work life experiments, “Trials and Triumphs in Chemical and Textile Factories in India” suggests that job designing for improving quality of work life is to be done by reorganizing the work and introducing participatory management.

Hartenstein and Huddleston (1984) emphasize that for quality of work life measures to be successful, management and labour must have shared values. Without
such shared values, managers are often authoritarian and deny worker’s sense of
involvement, responsibility and autonomy, resulting in a lack of commitment and low
productivity.

Sengupta and Sekaran (1985) conducted a study on Indian bank employees
and found that quality of work life is not high in banks. It was found that quality of
work life in bank is not high, and he recognized reasons fairly for this area. The
external environment (Govt. and unions interference) facing the banks are seen as
impediments to take effective actions by the banks. The study suggests the
Government to formulate broad policies designing the jobs with greater
decentralization and more autonomy, power and control, reward employees
differently on the basis of performance and enhance quality of work life.

Organisational climate has much to offer in terms of its ability to explain the
behaviour of people in the workplace. Ashforth (1985) puts forward the view that
'climate has the potential to facilitate a truly integrative science of organizational
behaviour'. Schneider later discussed climate in terms of the atmosphere that
employees perceive is created in their organisations by practices, procedures and
rewards. Employees observe what happens to them (in and around them) and then
draw conclusions about the organisation's priorities. They then set their own priorities
accordingly (Schneider, 1994).

Renganathan, P (1991) found that some of the statutory welfare measures have
to be considered and apart from that the non-statutory welfare facilities have to be
increased in order to motivate the workers.

Lakshmanan, C (1992) suggested that the management should provide
appropriate working conditions, welfare facilities and career development
programmes which in turn will help to enhance the positive attitude of the employees towards their organization climate.

Asit Naryan and Amarnath Jha (1992) stated that labour is human. Employees differ in mental abilities, emotional stabilities, institutions and sentiments. They also stated that “Quality of work life is a generic phrase that covers a person’s feeling about every dimension of work including economic rewards and benefits, safe and healthy working conditions, organizational and interpersonal relationship and its intrinsic meaning in a person’s life”.

Jeyabalans’ (1993) study revealed that the workers of the corporation are satisfied with the welfare facilities provided to them to a greater extent at the time of the interview with the workers. One factor is very clear that in the Pandian Road Ways Corporation Ltd, still there is a great scope for improving the existing welfare facilities.

Heskett and Schlesinger (1997) define quality of work life as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations’ growth and profitability. A good feeling towards their job means that the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better quality of work life.

Ramesh Babu, B (1999) found that most of the employees were unaware of the facilities that are provided to them, though the facilities like canteen, quarters, hospital and recreation are lacking due to poor maintenance.
According to Batra and Dangwal (2000) there are two ways of viewing quality of work life. One way equates quality of work life with a set of objective-organizational condition and practices (e.g., job enrichment, democratic supervision, employee involvement and safe working conditions). The second way equates quality of work life with employee perception that they are safe, relatively well-satisfied, and are able to grow and develop as human beings. This way quality of work life relates to the degree to which the full range of human needs is met.

Tirunavukkarasu, R (2000) revealed that there is only a partial level of satisfaction among the employees with the existing welfare measures. They are adequate when compared to using standard of living. These comparisons are needed for improving the welfare measures of the company.

Sivaraman, R.M (2002) suggested that the management could take necessary steps to update the working conditions, working environment and welfare facilities that are provided to the workers which ultimately leads to job satisfaction and increases the ability of the co-workers.

Vijayaragavan, K.V (2002) study revealed that the organization should take necessary steps to make the employees more aware of the welfare measures and social security measures available in the organization.

Usha K Shany (2002) observed that welfare is given to the aware of workers. It improves the morale and loyalty of the workers. Absenteeism can be reduced when better amenities are provided.

Srivastava, S.K (2004) found that public sector provides better welfare facilities to workers who have more favourable attitudes towards management in
comparison to poor welfare perceived by workers in private sector as well as public sector.

Giri, D.V (2005) research revealed that a good working environment is a prerequisite for better employee performance and productivity. Any barriers and blocks that hinder the development of a productive work place should be looked into by the HR department and corrective measures have to be taken.

Selvanthan, V (2006) concluded that any organization needs a sound HRM policy to meet the new challenges. QWL is the tool that will help organization to achieve greater success in welfare measures.

Ramchandra Gowda, M and Parameshwara Gupta, E.A (2006) measured that to improve the efficiency of the employees, health development is to be given top priority. The higher the standard of health, higher is the contribution for the promotion of enterprise growth and development.

2.12 Review of Study on Organizational Communication Leading to OC of Employees

Vasudeva and Rajbir (1976) commented that although a number of factors: intrinsic wages, opportunity of advancement, security, company and managements, social aspects of job, communication and benefits are related to job satisfaction, it is the interaction among these factors than any one of them in isolation, that accounts for job satisfaction.
2.13 Reviews of Studies on Employee Participation Leading to OC of Employees

Raghvan (1978) the ex-chairman of BHEL, (a public sector organization) stresses the need for workers’ participation in management. According to him, “participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by the constitution of India”.

Arya (1980) investigated 1) nature and the extent of workers participation in decision-making, 2) the desire and the capacity of workers to participate in decision-making and 3) the acceptance of the concept of workers’ participation on decision making by management personnel and trade union leaders in two large public sector undertakings having divergent industrial relations setting. The important findings of the study were that workers’ involvement in participation was higher where the workers’ representatives to participative forums were elected than where they were nominated by the recognized unions; that there was no significant relationship between workers’ education and their participation in bipartite committees; that the desire of workers to participate in management through the union are not effective; that the higher the acceptance by management of workers’ participation in decision-making, the higher would be their actual participation; and that where the majority of bipartite committees are elected by workers. Trade union leaders, by and large, do not want a rival in the form of these committees.

Harrison (1985) emphasise on participative decision making as necessary precondition for successful communication between superior and subordinate, but Griffeth (1985) says contrary to their hypothesis of participation and confirms that it does not enhance the effects of enriched workers.
Rao, M.G (1993) in a compendium threw light on the complexities of managing human beings in the present day organizations. The various aspects of HRM in relation to small scale units operating in industrial estates have been presented initially, followed by theoretical presentation on HRD, different aspects of training, organizational development, employee participation, etc. The effects of training and employee development activities have been put to close examination. It is also attempted to find how the employee-related activities flourish in various other sectors like urban government, co-operatives, informal sector and small-scale sector.

Sission (1993) discusses the evidence found by the 1990 work place industrial relations survey for the general implementation of HRM idea and practices; focuses on three elements of HRM; the emphasis on individual rather than collective negotiations and agreements; and the attention paid to participation and involvement and the general approach of management. While these practices are indeed becoming more under pressed surprisingly because, they are more common in workplace which are unionized than in those nonunionized.

Gobakumar, V (1995) expressed that an industrial relations approach gives the employee an opportunity to participate in decisions which will take the organization forward and give him satisfaction, is the only approach which can guarantee success. He further affirms that labour participation in management is the right solution.

Jeyaraj, S.S (2003) suggested that the workers should be allowed to participate in the management, as both the labours’ and employer would be benefited and the overall productivity of the mill would increase.

Manmohan Singh (2006) expressed that workers do not participate in management directly except through their representatives and hence their latent
abilities and quality remain largely unutilized. There is lack of proper understanding between the labour and management on the concept and benefits of the scheme.

2.14 Reviews of Studies on Industrial Relations and other aspects of HRM Leading to OC of Employees

Gangadhar Rao’s, M (1978) research work titled “Industrial Relations in Indian Railways” is a study of the personnel and union management relations with special reference to the post independence period. This study has examined in detail the problems of railway employees. The study has revealed that the operational efficiency of the railway has increased over the period and the labour productivity has gone up on account of the introduction of incentive plans. The study has also emphasized the paramount necessity of bringing about harmonious relations between the workers and management.

Cole (1980) defines a trade union as an association of workers in one or more occupations, carried on mainly for the purpose of protecting and advancing the members economic interest in connections with their daily work.

Rajeswar Rao (1982) in his study on “Management effectiveness in transport operations – A case study of Delhi Transport Corporation” has made an attempt to study the management efficiency and effectiveness in managing the affairs of Delhi Transport Corporation (DTC). According to him, DTC in the public sector appeared to have suffered severe setback due to management’s ineffectiveness in most of the important functional areas and this has led to heavy and mounting losses and the consequent capital erosion. The author has suggested that DTC immediately needs greater governmental support and control, scientific organizational infrastructure, effective mechanism for planning and control of traffic operations, efficient
engineering and fleet maintenance services, sound financial management practices and optimum use of the available resources viz., men, materials and fleet.

Prem Babu (1993) in his article titled “A Study of Industrial Relations and Grievance Procedures in Greater Manchester Buses Ltd., (GMBL) United Kingdom” has presented the grievances machinery, need for disciplinary procedures, types of misconduct and the role of industrial tribunals and labour courts. Further, he has suggested that the operation of collective bargaining machinery, grievance procedure and periodic meetings with the union would minimize not only the grievances but also promote healthy industrial relations in GMBL.

Charumathi, B (1994) conducted a comparative study on HRD in select Public Sector and Private Sector Banks in Tamil Nadu in 1994. She has analyzed Indian Bank and Indian Overseas Bank in Public Sector and Lakshmi Vilas Bank and Vysya Bank in Private Sector. She found that the HRD tasks relating to supporting of Unions and Officer Associations are adequately performed in both the group of Banks.

Virmani, V.R (1995) in his article entitled “redefining industrial relations” has said that the Indian industrial system has all along been adversarial with collective bargaining approach and brings its main stay. Over the past few years, a relationship based on collective bargaining and principles of participation has emerged. A discussion of the major findings of an in-depth study of eight organizations where both practices were present lends support to the author’s contention that collective bargaining and participations need different attitude and hence cannot co-exist. In any new model of industrial relation, the adversarial approach and collective bargaining must give way to participative structure, the development of institution,
which check the adversarial approach, various changes in the role of management, unions and government are suggested by the author.

Bagade (1996) in his article titled “Towards a Rational Labour Policy” has highlighted the fall in productivity due to restricted duty hours and the bargaining power of Trade Union. He has also formed a rational approach to minimize labour legislation and deregulate hard and fast rules which affect productivity and the healthy growth of the industry.

Gawhane (1998) in his article “Role of Management and Union in Competitive Environment” has studied the organizational structure of the Unions and its productivity in wage agreement and quality circle. Further he has suggested that the size and structure of unions should be minimized in order to reduce the unproductive man-days.

Sangaralingam, N (2005) found that the employer gives many benefit schemes and facilities to the employees. To solve the day-to-day grievances of the employees, a special cell may be constituted in the personnel department to solve any unresolved grievances. It will help to maintain the healthy industrial relations.

Krishna Moorthy, N (2005) concluded that economic reforms have affected the industrial relations in textile industry. Today employers are faced with increased competition and are aggressive in adopting unfair labour practices. The employees are aware of their rights, the policy of downsizing and concept of contract labour.

Jai B.P. Sinha and Sarita Singh (1995) in their article entitled “Employees satisfaction and its organizational predictors” have studied, that employee’s satisfaction was decomposed into employee’s satisfaction with their organization, life
satisfaction, satisfaction nature of their job, expectancy to satisfy their most salient needs and unproblematic properties of their work. They stated that work climate and human relations contributed directly and through other factors to organizational satisfaction. In case of managers, in case of the workers, the nature of work and the service conditions were the strong predictors which affected organizational satisfaction directly by rendering their work more satisfying.

Sivasubramanian and Kroeck (1995) verify the various perspectives of human resource management as the concept of fit or integration. Guest (1997) suggests that the various types of human resource management can be classified in two dimensions as internal and external fit. External fit explains HRM as strategic integration whereby internal fit as an ideal of practices. Several of researches try to examine which fit is appropriate.

Youndt, et al., (1996) observed the external fit. Their result shows more particular fit between high performance HRM practices and quality strategy.

Sheppeck and Militello (2000) focus HRM strategy into four groups: employment skill and work policies, supportive environment, performance measurement and reinforcement and market organization whereby Guest (1997) divides in to three categories: differentiated on innovation, focus on quality and cost-reduction. However, there are many definitions in previous researches on HRM strategy, but all strategies used to achieve the same organizational goal through HRM practices.

Lise M. Saari and Timothy A. Judge (2004) they identify three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular leading to job satisfaction:
1) the causes of employee attitudes, 2) the results of positive or negative job satisfaction, and 3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future research will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance.

Gandhiraj, V (2004) concluded that human resource management in the cooperatives is the planning, organizing, directing, and controlling of the operative functions of procurement, development, compensation, integration and maintenance of the human resources for the purpose of achieving the co-operative goals.

Ranga Reddy, A (2005) suggested that profit, efficiency, productivity and production are independent which are positive and progressive when human resources are skillful.

Edgar and Geare (2005) say that statistically significant results were obtained between HRM practice and employee attitudes but only when employee reports of the strength of HRM practice that were used to measure HRM, research limitations and implications. The study emphasizes that care must be taken in HRM research to use suitable data sources with employees being a valuable but under used source.

Stavrou-Costea (2005) also argued that the effective human resource management can be the main factor for the success of a firm. As supported by Lee and Lee (2007), HRM practices on business performance, namely training and development, teamwork, compensation/incentive, HR planning, performance appraisal and employee security help improve firms’ business performance including employee’s productivity, product quality and firm’s flexibility.
Ruwan (2007) empirically evaluated six human resource (HR) practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Marketing Executive Turnover. Results of regression showed that the HR practices on job analysis are strong predictors of Marketing Executive Turnover.

Intrinsic sources depend on the individual characteristics of the person, such as attitudes. Extrinsic sources are situational and depend on the environment, such as workplace climate. Theories which rely on extrinsic sources are more typically adopted by economists, albeit using different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Luchak, 2003).

2.15 Research Gap Identification

The various studies related to the HRM practices and organizational commitment are reviewed which related to various industries and no similar study to the present study have been undertaken in the field of manufacturing sector, particularly in textile industry. Salem being the textile processing hub of Tamil Nadu, there are huge number of textile processing industries in and around Salem, where in major workforce is involved in more of labouring and production oriented activities. Hence, it is felt necessary to study the impact of HRM practices on organizational commitment of employees in textile mills around Salem district. The study has been done at Sambandam Spinning Mills Ltd (SSML), Salem. In this context, the researcher has made an attempt to study the total organisational and production processes and HRM practices in SSML, Salem through primary inquiries and secondary information. The researcher also attempts to bring out the level of impact of implemented HRM practices on the commitment and involvement of SSML
employees by collecting their perceived opinions through questionnaire and analyzing the information and relating the results to prevailing HRM practices. Since the textile industry is a labour intensive industry, the study results will definitely be of great importance to the industry.