CHAPTER - II

REVIEW OF LITERATURE

The present study entitled ‘Human Resource Development Practices in Information Technology Industry in India’ deals with human resource development practices being followed in Indian information technology industry. The significance of the study can be well appreciated in context of growing importance of human resource development in corporate world and significance of information technology industry in India’s present and future development. We are, in fact, at present in the midst of a renaissance of research on the various aspects of human resource development in corporate sector. This chapter deals with the review of some of the latest studies on human resource development covering, its various aspects and sub-systems.

A survey of human resource development practices was conducted by Rao, T.V. in (1984) covering 53 different industries in India. From the study of the 53 companies, the following facts were observed. (i) Seventeen organisations (32 percent) have a formally stated policy emphases on human resource development. The 31 organisations (59 percent) do not have any formally stated policy on human resource development but do claim to emphasis it. In five organisations, there appears to be no such emphasis on human resource development. (ii) Twenty-six organisations (49 percent) stated that their personnel policies give high importance to the continuous development of their employees. Another 21 organisations (40 percent) stated that there is some emphasis on human resource development in their personnel policies. Four of the organisations surveyed don’t seem to lay any emphasis on human resource development in their personnel policies. Two did not respond. (iii) There is a separate human resource development department in the organisations studied. In 20 of them (38 percent), the human resource development function is a part of the personnel function with specially designated persons to look after it. Thirteen out of them don’t have any exclusively appointed person or department to look after human resource development, the personnel department handles it. In one company even the personnel department doesn’t seem to handle human resource development and as a result, there is no human resource development. Three organisations did not respond.
This survey of human resource development practices in 53 organisations indicates, by and large, a positive trend of using open appraisal system, improving the training function, making up organisational development activities and using employees counselling by an increasingly large number of companies. However, no major breakthrough seems to have taken place in potential appraisal and potential development practices. As a result, reward administration and promotion decision, seem to be traditional, sometimes vitiating the atmosphere for implementing human resource development. Organisational development and counselling are being increasingly used. All in all, human resource development seems to be becoming a significant aspect of work and life in many organisations.

Monappa, A. (1990) in his study described a series of strategic initiatives to improve human resource development in BEL – a public sector electronics unit. The industrial relation scene at BEL had been highly volatile during the period 1954 - 61. The report of a diagnostic survey, which had been conducted in 1983, showed that 49 percent of executives felt that the management had low concern for achieving the goals of the organisation. The appointment of a human resource development manager in 1984 was indicative of a new thrust in people’s development. Other diagnostic survey was commissioned in 1987 in order to assess the impact of the strategies for BEL as a whole. The management of BEL – constituted the following bipartite committees: - (1) Work committee (2) Canteen managing committee (3) Labour welfare fund committee (4) Death relief funds committee. Three significant welfare measures undertaken by company for its employees included – the children’s creche, the company bus service and the retirement ceremony. Thus, a variety of strategies were initiated by top management in order to enhance the commitment of the employees to the future of the company.

Rao, T.V. and E. Abraham S.J. (1991) studied the ‘HRD Climate in Organisations’, by using 38-items human resource development climate questionnaire, which can be grouped into three categories, general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, pro-activity, authenticity, collaboration and experimentation) and human resource development mechanisms. The questionnaire was administered on 1,614 respondents from 41 different organisations. Coefficients of correlation computed between 38 items of the instruments revealed a high interterm
coefficients of correlation indicating high internal consistency among the items. Factor analysis indicated that there is one general factor running through all the items explaining about 36 percent of variance. The rest of the factors contributed to less than five percent variance each. A cluster analysis of the items using Cronbach alpha indicated that all the items belong to the same cluster and dropping any item would not improve that one cluster. The questionnaire used a five-point scale.

Companies having percentage score above 60 percent is indicative of a reasonably good development climate in the survey. Only eight companies scored above 60 percent, another eight companies scored even less than 50 percent, none scored 75 percent. 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 and weaknesses. (iii) On the positive side employees seem to take training more seriously when they are sponsored. (iv) Fair performance appraisals, promotion decisions and tolerance for mistakes, are found in this study.

Aileni, Vidyadhar Reddy (1995) 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. In order to ascertain the information relating to organisational climate and job satisfaction, two questionnaires have been prepared and administered on 50 lower level managers in the study organisation. The statistical technique of chi-square test is applied to test the relationship between organisational climate and job satisfaction, whereas coefficient of correlation is applied to ascertain the degree of relationship between these two variables. The study reveals that there is difference in the priority given to various organisational variables by the satisfied and dissatisfied sample respondents. The worth noting point in this respect is that the satisfied group gave top ranks to interpersonal relationship, risk taking and management of rewards. On the other side, the dissatisfied group gave top priority to (i) supervision, (ii) communication and (iii) decision-making.
Gupta, V.K. (1997) 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 company had 120 executives and 600 non-executives approximately at the time of study. Sample consisted of 15 percent of the total employees. Thus, 18 executives and 90 non-executives were administered questionnaires.

The responses had been analyzed on the basis of percentage of each type of answers that was agreed or disagreed. The analysis had been carried out for two different categories, which were executives and non-executives. The questions were related to measure various human resource development practices, like formal training imparted to employees, adequacy of on-the-job training, attitude of trainees towards training programmes, identifying training need, utilization of potential of manpower, attitude of management towards employees, schemes of incentives to reward efficiency, delegation of authority, freedom to express the view-point, general atmosphere in the organisation etc. 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.

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. The study had been conducted on the top executives of its two large unit’s viz. Bhopal and Haridwar units. An eight percent sample (n=68) was selected from the population of top executives (850) in both units of the company. The survey was conducted with the help of a questionnaire.
The mean and standard deviation of the human resource development climate scores were used, t-test, skewness, kurtosis, coefficient of dispersion, multiple correlations, F-test etc. methods were used to analyse results. The above study found that, there existed a low positive relationship between personal history data and human resource development climate. Qualification had a little negative relation with human resource development climate. It showed that high degree of qualification at the top did not necessarily help in building human resource development climate. On-the-whole only three percent variances due to regression of human resource development climate were predictable on four personal factors. Human resource development factors accounted for 88 percent variances.

**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. The surveys were mailed to both operation managers and human resources employed at all 194 petroleum refineries in United States. Surveys were returned from 86 refineries with a response rate of 45 percent.

The results showed that there was a strong relationship between HR involvement and line managers’ evaluation of the effectiveness of the function. But there was no relationship between involvement and refinery performance. The relationship between HR involvement and HR effectiveness was very positive when the refinery is emphasizing a product innovation strategy. The relationship between HR involvement and refinery performance was not dependent upon the refinery’s strategy. 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.

**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. The study has been conducted in five large and medium-sized manufacturing enterprises in Jammu and Kashmir. The size of the sample has been restricted to 250 workers and 60 managerial personnel. The data has been analyzed by using absolute numbers, percentage comparison, ranking based on maximum possible scores and comparison of mean scores. To find the level of significance of differences of mean scores, t-test has been applied. The responses to various items were scored by using Likert-type scoring scale.

With regard to the role of existing participative forums in increasing production, a majority of workers (53.6 percent) perceived low effectiveness of participative forums as against only 18 percent of them having described the performance as high. Similarly, majority of the management personnel (58.4 percent) stated that the role of joint committees in increasing production has to be on the lower side corresponding to only 18.3 percent of them mentioning the performance as high. In assessing the joint committees role in improving communication, a relatively higher proportion (50.8 percent) of workers and management personnel (41.6 percent) have perceived the effectiveness as low.

The management personnel hold the view, that the workers in all the organisations are practically not given a share in decision-making. With respect to all other items the mean score exceeds 2.00. This indicates that, on an average manager inform the workers about the real situation. The study shows that workers showed maximum desire to participate in medium-level and local-level issues and minimum in distant-level issues. Whereas management personnel also expressed maximum interest to accept worker’s influence in medium and local-level issues. In comparison between workers and management personnel desired much less influence than that of workers in decision items. The differences of mean-desired influence scores in all the issues between workers and management are statistically significant. This confirms the general belief that management does not like much influence by workers in managerial decision-making. For all decision categories in present research, participatory deprivation among employees was experienced by the workers and management respondents, the difference
between the existing and desired mean scores in both the cases being statistically significant. But the overall deprivation rate, as perceived by management personnel, is much less than that reported by the workers themselves.

**Stewart, Jim and Sally Sambrook** (1999) 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, organisations are striving to create more opportunities for continuous employee-learning through teamwork, empowerment and broader job structures and design. The empirical research consists of two stages – (i) qualitative research through in-depth case-studies and (ii) a questionnaire survey. Each of the seven partners of institutions has identified and conducted case study research in four organisations.

The findings from the case study reports were that life-long learning is influenced by many factors and the same factors can be expressed in both the positive and negative manner. The key factors can be grouped into the various stakeholders (that is managers, employees and HRD professionals), organisational culture, the structure of work and resources. It was found that by changing the role of stakeholders and by developing a new learning culture, a learning culture can be developed in the organisation. Through increasing human resource development activities in the organisation, managers can have greater involvement and responsibility for developing subordinates. In addition, the employer’s role was changing with a greater involvement in meeting and identifying learning needs.

**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.

The study finds that managerial and non-managerial employees do not differ in perceived organisational performance; the managers perceive higher market performance unlike the non-managerial staff. The result of the t-test indicates that the two groups don’t
differ in perception of human resource management practices except in information sharing, employee participation empowerment and symbolic egalitarianism. The managers also have more opportunities for participation as well as empowerment. They are more involved in committees and decision-making in the organisation. An attempt was made to find the inter-correlation among human resource management practices and perceived organisational performance for executives and non-executives. Study shows that perceived organisational performance is positively related to employment security, selection in recruiting, information sharing, employee participation and empowerment, self managed teams, training and development, cross utilization and cross training, symbolic, egalitarianism and wage compensation in the case of executives as well as non-executives. Perceived organisational performance is not related to human resource management practices such as, high wages, incentive pay, employee ownership and promotion within for managers. The results of investigation showed that executives and non-executives did not perceive the human resource management practices differently. It could be that the organisation in which the study was done treats both categories of employees similarly. Overall, the study supports positive relationship between HRM practices and perceived organisational performance (POP), thereby adding to the growing empirical evidence suggesting that people are preeminent resource and the key to outstanding performance.

Cheema, C.S. (1999) studied ‘Workers Participation in Public Enterprises: An Empirical Study.’ In order to examine the various aspects of worker’s participation in management in the public sector, a large public sector undertaking in Punjab was selected. The study is based on the primary data collected from workers, trade union leaders and managerial personnel of Punjab Roadways with the help of three differently structured interview schedules. Random sampling technique was used to select five depots. From these depots, 335 workers, 54 trade union leaders and 25 managers were selected with the help of the random sampling technique and interviewed.

In the study workers were asked to mention the names of the representatives on the management committees of their respective depots. A large majority of them (92.24 percent) could not mention the name of even one representative, (5.67 percent) workers could name one representative, (1.79 percent) named two representatives and (0.30
percent) named three representatives. Not even a single worker knew the names of all the five representatives. A majority of the (95.52 percent) workers were found to be unaware about the method of appointment of their representatives to the management committees. A large majority of workers (86.87 percent) preferred that their representatives should be elected by them through secret ballot. A large majority of the workers (95.22 percent), trade union leaders (88.89 percent) and managerial personnel (64 percent) could not explain the function, which these committees were performing. A majority of the worker’s representatives (86.96 percent) pointed out that the agenda was never attached with the notice of the meeting. Their claim was supported by (52 percent) of the management representatives. A majority of worker’s representatives (73.91 percent) felt that the meeting allowed frank discussion. A majority of managerial personnel (72 percent) also pointed out that both the representatives of workers as well as management, participated in the discussion on various issues. The agenda was prepared by the management without consulting the worker’s representatives. The percentage of dissatisfied workers representatives was (82.61 percent) for the implementation of decision taken by the committees, a large majority of the worker’s representatives (86.96 percent) was found to be dissatisfied. But their claim was contested by a majority of managerial personnel and (56 percent) of whom found the implementation satisfactory.

Cohen, Aaron (1999) 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.

The findings support that, a weak effect of work-related variables on actual turnover and a strong effect of work-related variables on turnover intentions. The variables of job satisfaction, position and professional challenges had significant effects
on the variable of intentions to leave regardless of option, while the variables of job satisfaction and professional challenges had significant effects on the variable of intention to leave if option was available. The study predicted the percentage of cases correctly indicated was higher for actual turnover (85 percent) than for the two turnover intentions variables (83 percent to 70 percent). The work related variables had a stronger effect on turnover intentions than did personal characteristics and non-work domain variables. In general, the findings showed that the variables considered as important determinants of employee turnover in typical bureaucratic organisations can also explain turnover in much smaller professional organisations. This is demonstrated by the good predictive power of the traditional determinants of turnover tested here, such as tenure, job satisfaction, job challenge and perceived performance, for turnover intentions and/or actual turnover among professionals working mostly in small organisations, namely lawyer’ offices. The study shows that there are similar determinants of turnover in all types of organisations are large and bureaucratic, smaller and more traditional employer-employee arrangements. However, the magnitude of effect of each of the variables may vary from organisation to organisation. The study also support the impact of non work variables on turnover intentions/actual turnover

Harel, Gedaliahu H. and Shay S. Tzafrir (1999) 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. The organisations included in this study were selected from a random sample of 215 organisations from the public and private sectors. The dependent variables organisational performance and market performance were ranked on a scale ranging from 1 – much worse than others, to 5 – much better than others. Human resource management practices like recruitment, selection, compensation, participation, training considered as independent variables. These were also measured by using ranking scale.

The results depicted that the correlation between two dependent variables – organisational and market performance was 0.67. The organisations which invest in training, base compensation on performance, encourage employee participation, use the internal labour market for the purpose of recruitment and employee mobility had
significantly higher organisational performance. The second dependent variable - market performance was found to be related significantly to selection activities, training and compensation. The sector in which the company operates was negatively correlated to organisational and market performance. The single independent variable found to be statistically significant was training. In case of perceived market performance it was found that in addition to training practices, employee selection practices also significantly affected the perceived market performance.

Budhwar, Pawan (2000) 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. The investigation is based on a questionnaire survey carried out in 137 Indian firms in manufacturing sector. Drawing from the literature, the influence of seven contingent variables on four sets of human resource management policies and practices are examined. The contingent variables include human resource strategy, size, age, life-cycle stage, ownership of organisation, industrial sector and union membership. Apart from this, the study empirically examines the impact of four human resource strategies on human resource function: cost reduction, talent improvement, talent acquisition and effective resource allocation. The impact of national factors on human resource management policies and practices is examined by asking the respondents to allocate a maximum of 100 points to different aspects of national culture, national institutions and dynamic business sector. The result shows that organisations, in the mature life cycle stage, are likely to adopt an annual career development interview scheme for the training and development for their employees.

The organisations in the declining life-cycle stage are likely to pursue recruitment of their clerical and managerial staff as apprentices. Such organisations are also likely to compensate their employees on the basis of their total work experience. The organisations in the public sector adopted an annual career development interview scheme but the amount of money spent and total numbers of employees trained are less in comparison to MNCs and private sector organisations. Regarding the national factors, the results suggest that the three institutions of labour laws, trade unions, educational and vocational training significantly influence human resource management policies and
practices. Amongst the many aspects of a dynamic business environment, only an increased level of competition and a strong emphasis on customer satisfaction is found to have a strong impact. Except for the sector-specific requirements, no other aspect of the business sector appears to influence human resource management policies and practices in the sample organisations.

**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. The objectives of this study are to find the extent of influence of human resource development climate on the learning orientation of its employees, to study the perception of OCTAPACE and human resource development sub-systems in the banks among different types of learners, to study how do the bank employees with different learning orientation perceive the general climate existing in their organisations. A total of 300 respondents are selected by the stratified random sampling method. A questionnaire is used for collecting data. Learning orientation is measured by using a seven-point Likert-scale.

The findings of the study show that about 57 percent of respondents perceive the learning and development climate existing in banks as moderate. Nearly 30 percent respondents consider that the human resource development climate as good. Only 13 percent respondents discard it. More than two third of the respondents who consider that human resource development climate as poor, have been found to have resistance for learning orientation. The association between the human resource development climate and the learning orientation is found to be significant at the 0.01 level by the chi-square test. Again, 53 percent of the respondents say that the general climate existing in their organisations as moderate. About 21 percent respondents consider it as poor. The chi-square test is significant at 0.01 levels which show that the perception of employees regarding the commitment of the top management in the effective implementation of the human resource development initiatives is positively related with the learning orientation of the employees. Further 60 percent of respondents consider that OCTAPACE factors existing in their organisations as moderate. Near about 30 percent of respondents consider it good whereas only 10 percent consider it poor. About 48 percent of the
respondents consider that the functioning of various sub-systems of human resource development in the banks as moderately good, 36 percent consider it as good and only 16 percent consider it as poor. The chi-square test shows the positive relation between the HRD mechanisms and the level of learning orientation.

**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’. In this study the effect of shift-work and hierarchical position on satisfaction, commitment, stress and human resource development climate, had been studied in a steel plant. The two factors, nature of work (shift and non-shift) and hierarchical position (executive or supervisor) in the organisation were taken as independent variables. There were four dependent variables namely job satisfaction, organisational commitment, job stress and human resource development climate. The study involved a 2x2 factorial design. A total sample of 360 employees of the Rourkela Steel Plant, located in the state of Orissa was drawn randomly. Half of the respondents (n = 180) were from shift employees and the other half (n = 180) from non-shift employees. Half of both the shift and non-shift employees (n = 90) belonged to the category of executives and the other half were supervisors. Four questionnaires were separately prepared, for all factors. The respondents were individually contacted. Each respondent was individually given a set of four questionnaires.

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. The higher means of the executive in comparison to the supervisors are consistently found in all the dimensions of job satisfaction. Present study shows that the nature of the duty (shift or non-shift) as well as the hierarchical position and category of the employees (executive or supervisors) influence the feeling of organisational commitment. The inter-correlation between organisational commitment and job satisfaction reveal that they are positively correlated for three groups except for the shift executives. For the non-shift executives the correlation is the highest. The analysis of inter-correlations of job stress with organisational commitment reveals low but positive correlation in case of shift executives and shift supervisions. However, in case of non-shift employees there is
negative correlation as they generally experience higher stress and have lower organisational commitment. For the human resource development climate, shift employees have a better perception compared to non-shift employees. The study calls for greater emphasis to be laid on human resource development interventions and improving organisational synergy.

Rao, T.V., Raju Rao and Taru Yadav (2001) 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. This is more so in organisations where there is a separate human resource development department or there is high emphasis on human resource development. Three hundred and sixty degree feedback is being tried out in seven organisations. Feedback and counselling is the second system which only a few of them seem to follow. There is no potential appraisal as a separate system in any of these companies. It is a part of performance appraisal in a few of these companies. Training and development is well developed and well managed in these organisations.

Tripathi, Sangeeta and Nachiketa Tripathi (2002) studied, ‘The Effect of Organisational Climate on Organisational Success.’ An attempt has been made to investigate the relationship between organisational climate and organisational success; which includes effectiveness, job satisfaction, organisational commitment and intention to quit. The study was conducted in ten different organisations (five each in public and private sectors) of an industrial city in northern India. For this purpose, 200 lower and middle level managers were contacted personally and requested to fill the questionnaire.
comprising of measures of organisational climate. The organisational climate questionnaire was used to tap the respondent’s perceptions of the organisational climate. It consisted of five dimensions-participation and reward orientation structure, warmth and support, standards and responsibility. Respondents were given a set of 30 statements concerning their perceptions and observation’s about the organisation, in which they were working. They rated each item on a seven-point scale. Reward, participation, proficiency, leniency and responsibility all the five factors have satisfactory reliabilities ranging from 0.66 to 0.86. The scales were moderately correlated with each other indicating an average of 0.54. An eight-item scale was used for measuring overall effectiveness. The scale consists of such dimensions as quality, quantity, efficiency, adaptability and flexibility. Responses for effectiveness were obtained on a five-point scale. The results show that the climate is highly correlated with all components of effectiveness. All other low coefficients are insignificant except that of loyalty with responsibility. Climate has very low correlation coefficient with intention to quit. It appears from the results that reward and participation is the best predictor of overall effectiveness accounting for 37 percent of the total variance.

Umashankar, Venkatesh and Akshay Kulkarni (2002) studied that all organisations 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 organisation. 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. The main problems in the hospitality industry are – over staffing, lack of multi-skilling and multi-functioning, lack of trained staff and high staff turnover. In order to enhance motivation, it is therefore necessary to create an environment fit enough for the individual to grow. Besides, the deep-rooted feudalism in the Indian society has led to hierarchical structures that create a lot of dissatisfaction among employees. Thus, on the whole the hospitality industry in India suffers from lack of motivation mainly from over work, hierarchical tyranny and lack of dignity of labour leaving no choice before the employees. Therefore, it is required that efforts be taken towards ensuring empowerment built in industry along four dimensions: (1) meaning: how an individual compares the
value of a work goal to his standards or values, (2) impact: the belief of the individual worker that his or her work can or does influence the outcome, (3) competence: the belief of individual worker that he can perform an activity on job with skill, and (4) choice: individuals have autonomy in making work related decisions and modifying the work behaviour.

**Challis, D., D. Samson, and B. Lawson** (2002) studied the relationships between facets of integrated manufacturing, variable organisational investments and the environment in which organisations 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 organisational 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. The study uses stratified random sampling method. Out of the 4000 questionnaires dispatched, responses were received from 1289 respondents. In this study, 29 questions were used to assess the three constructs. AMT was assessed with a 12-point scale; JIT was assessed with an 8-point scale and TQM with a 9-point scale. The seven practices considered in the study are – (1) Leadership (2) HR (3) Management (4) Planning (5) Training (6) Use of teams and (7) Ability.

The results indicate that organisational and human resource practices together with IM facets, explained significantly more variance in employee’s performance (46 percent) than IM facets alone (31 percent). The results also indicate that organisational and human resource practices together with two IM facets of JIT and TQM, explain significantly more variance in manufacturing performance (25 percent) than JIT and TQM alone. Further, research could concentrate on establishing practical guidelines to managers as they guide their firms by the technological change and associated organisational adjustments.
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. A total of 1200 employees from 45 different software companies were approached from whom 410 employees from 35 companies responded, thereby yielding a responses rate of 34 percent. The 370 responses from 34 companies were useful for analysis. Competence was measured, by using the questionnaire with the 23-items. Internal consistency was tested by using Cronbach’s alpha and was found to be significant at 0.72. The human resource management practices were measured using a five-point Likert-scale. Findings of the study are – the overall mean score for sense of competence was 19.75 (SD=2.93) for five item instrument, indicating moderate level of sense of competence. Regression analysis was performed to test the relationship between the sense of competence and human resource management practices.

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 organisation did not show any significant difference in the sense of competence.

Ganesan, P., V. Samuel Rajkumar and V. Saravanan (2002), 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. For sample, 59 supervisory cadre and 107 workmen cadre were selected. For data collection five-point Likert-scale was used. Results showed that at supervisory level, 76.2 percent of respondent’s educational qualification was diploma, followed by 10.2 percent were school-level and 13.6 percent were under-graduate and post-graduate. In workmen category 77.5 percent had school-level and 22.5 percent had diploma as their educational qualification. In the age category, 37.2 percent of supervisory category were 51 years and above, followed by 34 percent of respondents were in age of 41-50 years. Next to it, 22 percent were in the category of 31-40 years. In
workmen category, 35.5 percent were 51 years and above of age, followed by 30 percent were 41-50 years and the minimum 10.2 percent was below 30 years. Marital status showed that 93.2 percent supervisory category respondents were married and 6.8 percent were unmarried. In case of workmen, 91.5 percent were married and 8.5 percent were unmarried.

The experience variable showed that 43 percent of supervisory category respondents were with 10-13 years of experience followed by 36 percent were having 13 years and above work experience. In the workmen category, the maximum of 40.1 percent were having 10-13 years of experience, next to it 33.7 percent were with 13 years and above experience. The minimum of 11.2 percent had 2-5 years of experience. The mean scores of the supervisory level employees of the industry indicated that they were satisfied with variable taken for the study. Out of 26 variables, in 8 variables the workers were dissatisfied with the present situation. The study revealed that by improving factors like working conditions, level of supervision, communication and worker’s participation etc. a conducive climate can be achieved.

Bhandarker, Asha (2003) studied, ‘Building Corporate Transformation New HR Agenda’. The study focuses on understanding the changing role of human resource in achieving corporate transformation in the India. The 350 questionnaires were sent by mail to human resource chiefs of various companies operating in India. Out of which 89 questionnaires were usable for the present study. The study analyses the four aspects of HR relating to corporate transformation – efforts to change mindsets for corporate transformation, change in HR practices, change in HR role and triggers for change. Data analysis was done using parametric and non-parametric tests.

Findings of the study show that training interventions, CEO interaction and other practices which trigger greater involvement like quality circles, total quality management appear to have greater impact on mindset change in employees. The overall mean value of 3.62 (on a five-point scale) shows that Indian organisations are making above average efforts to bring changes in mindsets. In Indian organisations, HR practices like recruitment and selection, training and development, performance appraisal and manpower planning are taking place but they are not happening upto the desired level of the employees. New HR techniques like assessment centre and 360 degree feedback are
introduced in the organisations for talent management but they are not getting translated into the organisational system. For corporate transformation CEO support and high HR status are essential to change the mindsets in the company, whereas higher HR status and increased line support together help to bring change in HR practices. Thus, HR status has been found to be a key factor to facilitate change in mindsets, change in HR practices as well as in creating a pro-change orientation in the company. The role of HR professional is changing to an above average extent. The internal customers, the line managers, have high expectations from HR. Through close interaction with the line managers, increasing the understanding of the business and by active interaction with colleagues, HR professionals are prepared to meet new demands. HR practices like performance appraisal and training and development are being changed more as compared to recruitment and selection and manpower planning. The focus is on training and development so as to build appropriate skills and mindsets among employees.

Batt, Rosemary and P. Monique Valcour (2003) studied the, ‘Human Resource Practices as Predictors of Work-Family Outcomes and Employee Turnover,’ to explore the relationship between human resource practices and three outcomes of interest to firms and employees, work-family conflict, employee’s control over managing work and family demands and employee’s turnover intentions. The sample for this study consists of 557 dual earner white collar employees. The scale score takes on five values ranging from 0 to 4. Independent variables include two measures of formal and informal work, family support, three measures of human resource incentive and five works design measures.

In the present study, three types of policies and practices are examined: work-family supportive policies including dependent care benefits, flexible scheduling and supportive supervisors, human resources incentives like salary, job-security and career development programme and work-design elements like decision autonomy, coordination responsibilities, the use of flexible technology, work hour and travel demands. It is found that work-design characteristics are strong predictors of work-family conflict and the strongest predictors of employee’s perceptions of control or ability to manage work and family demands. With high work-family conflict, coordination responsibilities, technology use and long work hours are significantly associated. Coordination
responsibilities and long work hours also tend to decrease control over managing work and family. On the other hand, the technology use and decision-making autonomy increase employee control. Supportive supervision and job-security are associated with lower work-family conflict. Flexible scheduling practices, supportive supervisors, job-security and high relative pay are all associated with lower turnover intentions. The career-development benefits are also associated with lower turnover intentions. Using flexible technology to manage work and family demands create higher family conflict but also higher perceptions of control. The uses of technologies at home make family life disturbed. Travel demands are associated with a greater control. It also finds significant differences in each of the three models. For both men and women workers, three dimensions of work design have significant positive relationships to control over managing, work and family: decision-making autonomy and the use of flexible technology. Job-security is associated with low work-family conflict and lower turnover among men and women. Both men and women workers state that having children in the household lowered their control over managing work and family.

**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? Data was collected from Russia and Canada by mailing questionnaires to the respondents. Managers were also asked to indicate how health and safety, training and development and pay were important for performance as human resource issues. The other part of the questionnaire was entitled ‘managerial values’ comprising of twenty-five points. The final part of questionnaire elicited demographic information concerning age, education, sex, marital status of the respondents. All respondents were practicing managers. Complete responses were received from 93 Russian and one hundred and fifty Canadian managers.

The study revealed that Russian managers, as compared to the Canadian managers, showed more concern regarding training and development of employees, pay for performance, compensation policy and employee attitude. The Canadian managers, on their part, attached more importance to health and safety issues and employment
A larger proportion of Canadian managers, as compared to Russian managers, decided to fund health and safety projects. Similarly, managers in both countries showed a decision dilemma regarding compensation policy, while a significant majority in both countries decided in favour of pay for performance, only a half of the two samples actually came up with a decision to grant pay increase for a subordinate who has shown superior performance.

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. The total numbers of distributed questionnaires were 700. They received 381 usable responses representing a 54.57 percent response rate. This study used overall job satisfaction (and each of its dimensions) as the dependent variable while performance and other variables (e.g. position, gender, tenure etc.) as independent variables. To measure job satisfaction a 10-point numerical scale ranging from one (completely dissatisfied) to ten (completely satisfied) was used. Likewise, to measure performance five-point Likert-scale was used. The scale ranged from one (poor performance) to five (outstanding performance). Tenure was measured in terms of number of years. In study correlation analysis was used to examine the interrelations among the independent variable.

Findings of the study are that about 38 percent of the respondents were occupying managerial positions and the remaining 62 percent were employees. Moreover about 31 percent of the respondents were unmarried and the remaining 69 percent were married, whereas about 49 percent of the respondents were male and 51 percent were female. In terms of nationality about 38 percent of the respondents were expatriate and the remaining 62 percent were UAE nationals. The 25 satisfaction items loaded on five factors. These five factors or facets explain about 59 percent of the variance in satisfaction scores. The five facets could be labelled as pay and benefits, internal system and procedures, performances and recognition, professional development and work environment. The study shows that the coefficients for the general satisfaction and the
first three facets meet the acceptable level of 0.70. However, the fourth and fifth facets have coefficients that are somewhat lower than 0.70.

The first regression analysis deals with overall satisfaction. The results show that none of the variables (gender, tenure, position, marital status and nationality) is significant at the 95 percent confidence level. However, it shows a marginal effect for nationality at the 90 percent confidence level. Results of the second regression analysis deal with pay and benefits satisfaction facets. It shows a significant negative effect of nationality on the level of satisfaction with pay and benefits and the remaining independent variables continue to be insignificant. The results of the third regression analysis, deal with performance reward and recognition satisfaction. It shows that there is significant negative effect for self-rated performance on employees’ levels of satisfaction with performance and recognition. The study gives rather unusual result that excellent performance reduces satisfaction level. The probable explanation as given in the study is the practice of rewarding some employees irrespective of their performance. Study also shows a significant negative effect of an employee’s position on his/her level of satisfaction with performance and recognition. The results of the fourth regression analysis deal with professional development satisfaction. There is significant negative effect of nationality on employees’ levels of satisfaction with professional development. The result indicates that national employees are more satisfied with their professional development than expatriates. The fifth regression analysis deals with satisfaction with work environment. The employees in higher level positions are more satisfied with their work environment than employees in lower level management. There is a tendency of various organisational units to have luxurious office and flexible work time for employees in higher level position than in lower level position.

Jacob, K.K. (2004) 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. For this descriptive study, primary data is collected from the sample workers, trade union leaders
and managerial personnel with the help of interview schedules. There are 65 manufacturing units in the state level public enterprises in Kerala. These units are classified as belonging to nine industrial sectors. One unit from these nine sectors is selected by using random sampling technique. A sample of ten percent each of workers and managerial personnel from each sample unit is selected by using systematic sampling technique. Thus, 383 workers and 114 managerial personnel are selected. In this study, 130 trade union leaders are interviewed. Averages, percentages and chi-square test are used for the analysis of data.

The results of the data on the nature and extent of workers’ participation in management reveal that various participative forums such as works committee, canteen committee, recreation club committee and production committee are in existence in public sector undertaking. More than 90 percent of the workers, trade union leaders and managerial personnel indicate that over 75 percent of the members attend the meetings of the participative forums. About 84 percent of the workers and 90 percent of the trade union leaders have informed that the workers’ representatives always represent the workers’ point of view in the meetings of the participative forums. About 51 percent of the workers are of the opinion that only some decisions of the participative forums are implemented by the management while more than 54 percent of the trade union leaders and 57 percent of the managerial personnel believe that all the important decisions are implemented. About 70 percent of workers, 77 percent of the trade union leaders and 70 percent of the managerial personnel are of the opinion that worker’s participation in decision-making policy is ensured. The 81 percent of workers and trade union leaders each and 82 percent of managerial personnel are of opinion that worker’s participation is ensured only at time of taking decisions regarding administration and supervision. All these findings indicate the effective functioning of worker’s participation in public sector undertaking in Kerala.

Sukalyani, Swati and Biswajeet Pattanayak (2004) 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. This implies that the organisation has hierarchy and the decisions are made by those who are at the higher level. The experts play an important role in the various aspects of the organisational life. It is a good indicator of a positive organisational climate. Further, it is observed that the executives as a group, perceived the climate to be dominated by dependency and control, which implicates that the organisation has clear-cut channels of communication and is controlled by few people. It is also proved that employees are involved in and highly stimulated by challenging tasks and the specialists within the organisation dominate in determining these tasks. The organisation rewards specialization. This is a highly encouraging finding in the organisation. The motivational climate of NALCO is highly positive and encouraging.

Bhatnagar, Jyotsnaha and Anuradha Sharma (2004) conducted a study on, ‘Strategic HR Roles in India: HR-Dares to Be the Think Tank?’ The study seeks to probe, HR-line managers’ perception of the strategic HR roles in public sector units and multinational organisations, the status of the strategic HR roles and the impact of the background variables on the strategic HR roles. Keeping the objectives in mind, the study was designed in two phases. The first stage was a pilot test on four organisations and then data was collected from 44 managers. To fulfill the second objective of the study, the second phase of research was conducted over 600 managers randomly chosen from nine industrial sectors. Human role assessment survey questionnaire was administered on the sample. This had 40 items which was rated on a five-point Likert-scale and measured the four roles of strategic partner (SP), administrative expert (AE), employee champion (EC) and change agent (CA). The business partner (BP) role was the summation of the four roles. The background factors such as age, gender, educational level and type of manager were gathered through the questionnaire in this survey study. Means, standard deviations, t-tests, pearson’s correlation and ANOVA were used in the present study. The study seeks to probe, HR–line managers’ perception of the strategic HR roles, the status of the strategic HR roles and the impact of the background variables on the strategic HR roles.

Findings indicated that there was no difference in the perception of the strategic partner role in the managers of the public sector and multinational firms. There was a significant difference in the perception of human resource manager and line managers,
while hierarchical level influenced the business partner role of HR. The results provided support for the strategic HR roles, which was of a moderate quality, found in the managers of the information technology sector. The present study implies that HR managers must involve line managers in strategic decision-making. The study also finds that HR role in India are slowly gaining importance. However, they are not of high quality but moderate quality. IT sector being the best performer and the dairy sector worse one. The study recommends more visibility and content endeavor for HR strategic intervention. There should be HR audit for proper internal environmental scanning. There has to be commitment at the highest level for HR managers to play a strategic role.

Srivastava, S.K. (2004) has attempted to investigate the impact of welfare activities on job satisfaction and attitude of workers towards management, amongst the workers of public and private sectors. Objectives of the study are – to assess the quality of labour activities, to measure the degree of job satisfaction of workers and provision of labour welfare. This study was conducted on 200 workers, 100 from public and 100 from private in Kanpur city.

Welfare activities are provided well in public as compared to private sector. The public sector employees are more satisfied than the private sector employees. The public sector employees have more favourable attitudes towards management in comparison to private sector. It concludes that welfare activities should be enriched and all the hurdles and obstacles in it should be removed. Each and every employer must implement Factories Act. Undoubtedly, the facilities like education, housing, medical, recreation, safety, canteen and good working conditions enhance the worker’s capacity to work sincerely.

Agarwal, M. and Sudeepa Bose (2004) 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 sample for the study consisted of 205 managerial and supervisory personnel belonging to two public sector organisations (N = 105) and two private sector organisations (N = 100) in north India. All four organisations are manufacturing organisations. It is hypothesized that if an
organisation’s work climate is participative, innovation-supportive and is characterized by interpersonal trust, it would be positively related with employee’s perception of organisation’s human resource practices as procedurally fair. The findings highlight the motivational role of innovation-supportive climate in augmenting perceptions of procedural fairness in work organisations. Results indicate that the dimensions of participative climate such as decision-making, work-related problems and members’ welfare are highly correlated with procedural fairness. It appears that the demographic characteristics of members are differently influenced by the HR policies of public and private sector organisations and thereby contribute differently to procedural justice perceptions. Finally the findings are strongly supportive of the hypothesis that the perception of procedural fairness would be positively related with members’ role efficacy. Irrespective of the form of the organisation, management's attempt to develop the role efficacy of members requires the creation of positive work environment which enables members to perceive as fair the procedures used for implementing human resource decisions.

Prabhu, N.R.V. (2005) 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. Various hypotheses considered in this study are - (1) there will be significant difference between the executives of MNCs and PSUs with regard to organisational culture and managerial thinking. (2) MNCs will prefer more of technocratic culture whereas PSUs will prefer bureaucratic culture (3) Middle-level manager will score high on implementer style of thinking compared to frontline executives. (4) Organisational culture will affect a particular managerial thinking style. (5) Executives of MNCs will be high on analyzer and collaborator compared to the PSUs. The study follows the 2x2x2 factorial design of research where middle level managers and executives from services sector and manufacturing industry are categorized into sub-groups of private and public. About 400 executives were randomly selected from a number of organisations such as Honda City, HCL, SBI, PTC, RMS and BHEL from Noida, Pune, Bhopal and Delhi respectively.
There are 50 participants in each of the eight sub-groups. The dependent measure is executive’s thinking style and the independent measure is organisational culture. All the participants have at least bachelor’s degree and most of them are males whose age range varies from 30 years to 55 years. Uni-variate, bi-variate and multi-variate statistics are used to analyze the empirical data.

All the participants are personally contacted by the investigators during working hours. Participants are taken from MNCs as well as PSUs. The results of the study reveals that there exists, significant mean difference (t-test) between both sectors with regard to autocratic culture, bureaucratic culture, technocratic culture and entrepreneurial culture. It shows that MNCs are more concerned with autocratic, technocratic and entrepreneurial organisational culture, while the public sector executives’ shows more concern about bureaucratic culture. The differences between manufacturing industries and service sector organisations are found to be statistically significant on autocratic, technocratic, bureaucratic and entrepreneurial at 0.05 levels. The industrial sector shows lower mean scores than service sector on technocratic and bureaucratic profiles of organisational culture, while the service sector managers’ lower mean scores on an autocratic entrepreneurial culture profile. The statistical analysis performed on the scores of thinking style inventory show significant mean differences between private and public sector organisations in relation to different managerial thinking styles. The t-value shows significant differences between MNCs and PSUs with regard to the analyzer thinking style implementer and collaborator. It does not produce any significant difference between managers at the organisational level with regard to the imaginator style of thinking. The MNCs show higher mean scores on analyzer and imaginator thinking style while the public sector organisations show higher mean scores on implementer and collaborator styles of thinking. The correlation analysis reveals that the technocratic culture is negatively related to the collaborator thinking style and entrepreneurial culture is also significantly and negatively correlated to imaginator style of thinking. Both autocratic and bureaucratic types of culture are found to have a positive association with collaborator style of managerial thinking. The analyzer style of thinking is negatively related to the bureaucratic cultural profiles. This study shows that the organisations in India are undergoing a change and need to enrich the executive thinking styles.
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. Primary data is collected through questionnaire. The sample-size is 30, collected from three middle level managers from each of the ten textile mills, five organisations from the public and five organisations from private sector. There are thirty respondents, of which 15 are from National Textile Corporation (NTC) and other 15 from private mills in Coimbatore.

The study shows that about 73 percent of the employees in the public mills feel that their immediate supervision is effective, where the controlling and overseeing are not effective when compared to private mills. The study further shows that more than 80 percent of the respondents in the private mills consider that compensation provided to them is satisfactory, where all the respondents of the public mills also consider that compensation is satisfactory. Hence there is no significant difference in their perception with respect to compensation. The 86 percent of the employees in the public mills feel the feedback is good and about 80 percent of the employees in the private mills feel the same. Communication channel is good and effective in private mills, the 86 percent respondents are accepting this but in case of public sector 53 percent of respondents agree on this factor. Hence, private sector has a good communication channel as compared to public sector. Seventy three percent of the employees in public mills feel that the decision-making is effective but with respect to the private mills all the employees perceive that the decision-making is good. Hence, there is a significant difference in the perceptions of the employees of the two sectors. There is no significant difference in the perception regarding quality and organisational values of these two sectors. 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.

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. Responses to a questionnaire were collected from 150 software professionals, 50 from each city of study.

Results of the study are: (i) in the survey conducted nearly 90 percent of the workers had technical education. Among the technically qualified workers the largest share of workers was with B.Tech in computer engineering and MCA, recording 29 percent each, 13 percent of the workers had qualified B.Tech in electrical and electronics engineering. Nearly ten percent had engineering degree in other trades. The ITES sector has nearly 60 percent of the workers with general education. From the survey, the share of workers having undergone on-the-job training is found to be positively associated with clustering of firms and size of the firm. More than 14 percent of the workers had attended job oriented courses prior to joining firm. In Bangalore more than one-third of the workers had received training, in Delhi; it was marginally higher than one-fourth while in Trivandrum it was only 16 percent.

According to this study, nearly 34 percent of the workers were software engineers/programmers/developers. Approximately 29 percent of them had less than six months work experience in the firm and 43 percent had six months to one year of experience in the firm. In this sample 21 percent of the workers were senior software engineers. Near about 40 percent of the workers had spent 1 to 2 years to be promoted to senior software engineers; however 35 percent of the workers were able to move up the hierarchy in less than one year. Nearly 35 percent of the workers in the sample earned annual salaries in the range of two to four lakh. Another 29 percent earned in the range of one to two lakh per annum. Nearly four percent earned in the range of six to ten lakh. In majority of the cases (44 percent) the average range of salary of a software engineer was Rs. two to four lakh another 26 percent of them one to two lakh. There were 12 percent software engineers, who earned even less than one lakh and in contrast 2.3 percent of them earned more than six lakh.

However, there is a deviation towards higher levels of pay in comparison to the software engineers with 29 percent of senior engineers earning four to six lakh and six percent earning, six to ten lakh. Among system analysts the most common range of salary was four to six lakh accounting for 58 percent of the system analysts. Team leaders and
project leaders were also concentrated at the range four to six lakh. But 40 percent of the project leaders also earned six to ten lakh. More than 58 percent of the workers in Bangalore earned an annual salary above Rs. four lakh. While in Delhi only 12 percent of the workers earned more than four lakh per annum and in Trivandrum only 11 percent earned above wages. Nearly 68 percent workers reported having worked eight hours or more on an average on a day. But 23 percent of the workers stated that they worked for more than nine hours on an average a day. The number of hours of work in the IT product and services are much longer than that of the ITES sector. The 25 percent of the workers had to work for more than nine hours in the products and service sector. Moreover, most firms have 24 hours work schedule, the workers having to take rotation in the work time schedules.

Jacob, K.K. (2005) 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. A sample of ten percent each of workers and managerial personnel from each sample unit was selected by using systematic sampling technique. Thus, 383 workers and 114 managerial personnel were selected. In this study, 130 trade union leaders were interviewed. The primary data was collected on the spot through a face-to-face interview with the sample workers, trade union leaders and managerial personnel.

Findings show that, about 69 percent of trade union leaders, 61 percent of workers and 57 percent of managerial personnel had stated that strike was the only dispute form in their organisations. About 39 percent of workers, 31 percent trade union leaders and 43 percent of managerial personnel had reported that both strikes and lockouts constitute the dispute form in their organisations. The 61.4 percent of managerial personnel believed that attitude of management was not co-operative but 35.1 percent refused it. Near about 60.5 percent of managerial personnel considered that management always consulted the trade union leaders before taking decisions, but 37.7 percent refused it. The 46.5 percent of workers, 54.6 percent of trade union leaders and 57.9 percent of managerial personnel observed that all important decisions taken in the participative forums were implemented by management. But a fair proportion of the
workers 50.9 percent, trade union leaders 40.8 percent and managerial personnel 36 percent, had stated that only some decisions of the participative forums were actually implemented.

About 85 percent workers, 87 percent trade union leaders and 72 percent managerial personnel had the opinions that the management’s attitude towards the participative forums was moderately encouraging. However, about 13 percent of the workers, 9 percent of the trade union leaders and 23 percent of managerial personnel considered that the encouragement provided by management was quite high. More than 90 percent of the workers, trade union leaders and managerial personnel believed that the management had a favourable attitude towards the grievances of workers. Only a nominal section of the workers (2.3 percent), trade union leaders (5.4 percent) and managerial personnel (4.4 percent) believed that the management was indifferent towards the grievances. Another group of workers (2.9 percent), trade union leaders (3.8 percent) and managerial personnel (5.3 percent) considered that the management had an unfavourable attitude. There was a need to formulate common guidelines by the government to run these organisations properly.

Prasad, Asha (2006) 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. In all 200 questionnaires were got filled and opinions were collected. The sample design accorded representation to each level. A four-point scale questionnaire containing 46 questions/statements was circulated among respondents.

Results are as following – three out of four employees agree with the need for reforms in power sector. Only about 18 percent disagree. The 62 percent of the respondents felt that unions were consulted on agreement signed between the management and the unions on the structural changes in the wake of reforms, 38 percent pointed out unions were not taken into confidence. About 70 percent of the higher and middle management were unaware of the contents of the agreement signed and only 22 percent and 13 percent of the staff and subordinates respectively had any knowledge of it. Study indicates that 50 percent of middle management and subordinates still state that
the assurance given by top management at the time of restructuring will be honoured. Approximately sixty two percent of the higher management and 40 percent staff also favour the restructuring process.

Job rotation is being done more for higher management (62 percent) as compared to other levels (30 percent). Not much emphasis is being given on multi-skilling except at higher level (54 percent). The 41 percent of the total respondents feel that there is more emphasis on job rotation and multi-skilling. The findings show that 85 percent of the employees at higher management level and 90 percent staff think that although their job is secure, there is some element of risk associated with it. On the other hand 77 percent of middle management and subordinate staff feel the same. It is evident that only a negligible percentage of employees (10-24 percent) do not find their job at risk. Sixty two percent of the total respondents feel that social security benefits are at risk. In regard to effect on performance 20 percent of higher management and 27 percent of middle management agree that performance under private management will improve while nine percent of subordinates and 15 percent of staff think that they may get incentives for better performance. In all, 73 percent of the respondents surveyed felt their sense of responsibility towards work had improved after privatization. The 43 percent of the staff was satisfied with their working conditions. Only 32 percent of the respondents felt that their career prospects had improved under the new changed scenario. The close scrutiny shows that almost 70 percent of the staff and subordinates did not find any improvement in their career prospects. Employees at higher management (42 percent) and middle management (37 percent) felt that the environment would be helpful in improving their career prospects. According to 50 percent of the managers interviewed nepotism has increased and 42 percent of them felt that favouritism had also increased. However, it is surprising that 53 percent of all the employees agree that corruption has come down.

**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.

The study adopts two-stage sampling for the selection of the sample. In the first stage, the technique of purposive sampling was adopted in selecting the five organisations. The organisations were selected so that all three types of organisations could be studied that is public sector, private sector and multinational to allow for a comparative analysis between different types. In the second stage, the sampling units were taken to be middle-level managers across all functions of the organisations under consideration. The study used the survey research method for data collection. Overall 247 middle level managers responded from all the five organisations. The human resource development climate questionnaire developed by Daftuar (1996) has been used, which included 27 items. It has a five point rating scale ranging from 1=quite false to 5=quite true. This scale also studies the human resource development climate on ten dimensions. The mean score of all the items for each dimension gives the dimension score and then total of all the means gives the total human resource development climate score of the organisation.

This study shows that mean of the two private and the multinational organisations are higher than the means of the two public sector organisations. Study shows that the human resource development climate scores of the two private organisations and the MNC are significantly higher than the two PSUs. The MNC has the highest mean score of 38.74 while the PSU in automobile sector has the lowest mean of 31.32. It shows that the performance of the two private sector organisations and the MNC are significantly better than the two PSUs.

Thomas G., Reio Jr. and Faye C. Sutton (2006) conducted a study entitled as, ‘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. The primary objective of this study is to examine the current work related competencies that employers expect of recent
engineering graduates and how these competencies relate to workplace adaptation. They assume that interpersonal and technical work-related competency is positively related to establishing relationships, acculturation and the job knowledge of recent engineering graduates. Controlling for selected demographic and background variables, interpersonal and technical work-related competency is also positively related to the adaptation. In this survey correlation, t-tests, analyses of variance and hierarchical regression are used to examine the research questions.

The 203 employers’ members in the American Society of Engineering Education and the Midwest Cooperative Education Association are included in this study. Engineering vice presidents, managers and supervisors and human resource professionals are asked to complete the survey. Samples are sent by employing mail and web-based method. Out of 203 employers, 104 (51 percent) employers responded to online survey and 21 employers were not eligible to participate. Work-related competency index (WCI) is used to measure the items such as communication, critical thinking, resource utilization, responsibility, self management, integrity or ethics, self-esteem, team skills, leadership, learning or training, customer service and openness to change. The additive, 19-items workplace adaptation questionnaire (WAQ) is used to measure the dependent adaptation variables (job knowledge, acculturation and establishing relationship). The demographic survey contains seven questions about the employers and the recent engineering graduates. Five-point Likert-scale, ranging from 1 = strongly agree to 5 = strongly disagree is used to measure the responses.

The mean differences in organisational size, gender, ethnicity, cooperative, education, experience or tenure among those who respond to the respective mailing are not statistically significant. Co-relational analyses are used to measure the relation between interpersonal and technical work related competency and the adaption variables. Zero-order correlations are used to determine the strength, direction and patterns of relationships among variables. Interpersonal competency and technical competency are positively and strongly related to adaptation variables. Further, the relationships between both interpersonal and technical competency and acculturation adaptation variable are strong and positive as well. The relation between interpersonal and technical competency and the job knowledge adaptation variables are strong. In the four hierarchical regression
analyses, they use the demographic, background, interpersonal and technical competencies factor scores to predict the workplace adaptation of newcomers. Gender, ethnicity, organisational size and organisational tenure do not explain incremental variance in the job knowledge adaptation and total adaptation models. Present study shows that learning the norms and values of an organisation is more likely with the smaller organisations. In the establishing relationships adaptation model, organisational tenure demonstrates a negative relation with the dependent variable, shows that establishing relationships logically increases with time in the organisation. The findings of the study show the need for engineering programmes to create competent graduates and suggest that HRD professionals must have a powerful influence on workplace assimilation.

Vyas, Rajashree (2006) 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. In order to collect data, questionnaire is prepared with open ended and close ended questions. The study covers eight banks – five from private sector and three from public sector. Data has been collected from these banks and then it is organized, compiled and tabulated. Results of the study are – that majority of the banks do performance evaluation (62.5 percent) on yearly basis, 25 percent do it half yearly and 12.5 percent do it quarterly. There is a combination of performance appraisal that is about 50 percent banks use the self and supervisor's assessment, followed by 37.5 percent using the 360 degree appraisal and only 12.5 percent use supervisors’ assessment method.

It is found that nearly 62.5 percent banks use on-line performance evaluation and 37.5 percent banks do not use it. It is observed that less than 40 percent of the banks use performance evaluation for identifying the training needs. The results of the study indicate that there is a scope for improvement in the performance appraisal system in banks.
Biswas, Soumendu, Vijai N. Giri and Kailash B.L. Srivastava (2006) 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. Data are collected from 357 participants from which 180 belonged to the manufacturing sector, whereas 177 are from service sector organisations. The measure of organisational culture is with 60-items organisational culture questionnaire. A five-point Likert-scale is used to measure HR climate, to measure the organisational structure, 9-items organisational structure scale is used, to measure, the HR practices in an organisation, 21-items HR practices inventory is used, to measure employee’s performance, employee performances scale comprises of 16-items is used and to measure organisational effectiveness, 8-items scale is used.

The means, standard deviations, correlations and the reliability indices of the study variables are reported. From results, it is found that organisational culture, as well as organisational structure is significantly correlated with HR practices. At the same time HR practices are significantly correlated with employee performance, as well as organisational effectiveness respectively. The causal relationships between the variables in the model are tested by using regression analysis. The regression estimates for the key variables show that the organisational culture has a significant impact on HR practices. Organisational structure also has a significant effect on general employee performance and organisational effectiveness.

Majee, Kunal 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 100. The total score of all 38-items from each person is calculated. The questionnaire uses a five point rating scale.

The scores on all 38-items are added to get a composite score. Scores, above 114-indicate a good HRD climate, near to 150-indicate excellent HRD climate, below 76-indicate considerable scope for improvement. Findings show that the score is below 114, thus we can say that human resource development climate of Chittaranjan locomotive workshop is good, but there is a considerable scope for improvement. By analyzing each of 38 questions individually and taking average of them and summing up all these, 84.25 scores are achieved. It shows further scope for improvement in human resource development climate in Chittaranjan Locomotive Workshop because HRD climate is the lifeblood for it.

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 and to make some suggestions for improving human resource development climate in hospitals.

While going through the official records of Shari Kashmir Institute of Medical Science (SKIMS), Srinagar, J&K, it is found that the total number of employees in the hospital is approximately 3000. The superior staff of the hospital number 800 approximately. The gazetted staff of the study organisation is nearly 450, out of which 100 employees from the managerial cadre and 150 employees from the subordinate cadre are chosen for the sample survey. The HRD climate in the sample study is based on 38-items of the questionnaire. The relevant data is collected by using the mean values and percentage. Study reveals that the perceptions and beliefs of hospital administrators, officers, HODs towards the existence of HRD climate in the SKIMS, in term of mean
score is 3.82, percentage is 70.50 and standard deviation is 0.52. It indicates favourable climate in hospital. The superiors-subordinate relationship as a dimension of HRD climate among the managerial cadre, the overall score of employees is above 70 percent: indicating the relationship of subordinates with the superiors is very good. Boss-subordinate relationship among subordinate cadre is not satisfactory, as the overall score being less than 50 percent with mean score 2.51 and percentage is 37.75.

Lim, Doo Hun and Michael Lane Morris (2006) 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. The study identifies the cross-relationships and influence of the transfer variables in the three transfers constructs (trainee characteristics, instructional factors and organisational climate) towards the trainees’ learning transfer. Questionnaires and tests are used to collect study participants’ perception and actual data about training outcomes and training transfer results. The target population for sample is Korean workers employed in a Korean conglomerate company. They use a convenience sample of employees who completed a three-days training programme. The sample consists of 181 employees from the fifteen sister companies of the Korean conglomerate. A factor analysis with varimax rotation is used to examine the construct validity of the perception instrument. To measure organisational climate Likert type scale is used. Various statistical methods like mean, standard deviation, t-test, ANOVA table, hierarchical regression analysis, spearman’s correlation are used. The time frames used in the study as time 1 (before the training), time 2 (immediately after the training) and time 3 (three months after the training). The units of analysis for the study are the trainees’ satisfaction of the training programme; differences in perceived learning scores between time 1, time 2 and time 3 of the data collection period; differences in perceived learning application scores between time 2 and time 3; actual learning increase scores between time 1 and time 2; influence of demographic variables on perceived and actual learning at time 2 and perceived learning application outcomes at time 3; and influence of organisational climate variables on perceived learning and application at time 3.
The results indicate several findings about the trainees’ retention and transfer of training. The study calculated the trainees’ perceived learning at times 1, 2 and 3 and pretest and posttest scores at times 1 and 2 respectively. It was found that the mean differences were significant for all cases except the perceived learning increase between times 2 and 3. The perceived learning increase between times 1 and 2 and between times 1 and 3, was positive along with the positive pretest-posttest learning increase, while the perceived learning retention between times 2 and 3 was negative. The perceived learning application with mean difference times 2 and 3 was also negative. The trainees were experiencing a learning increase between times 1 and 2 and between times 1 and 3. The study’s findings indicate the trainees’ experienced a certain degree of need to transfer learning to their jobs and tasks if training content and job functions were related. When the time factor is involved, the trainees were motivated not only to transfer their learning but also to learn better. The study reveals that there are certain distinct variables in trainees’ characteristics (job function, job experience and immediate training needs), instructional factors (overall satisfaction, job helpfulness, content satisfaction, satisfaction with instructor and instructional level) and organisational climate (responsiveness to change, educational support, transfer opportunities and peer or supervisor feedback) are closely correlated with both the trainees perceived learning and learning transfer collectively and independently. This study also reveals relationships connecting trainees' immediate needs for training before the training, trainees’ satisfaction with the training during and immediately after the training and transferable environment after the training through positive organisational climate.

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.
Findings depict that small size enterprises use formal communication system, employee handbooks and outside legal advice significantly more in their human resource management operations as compared to micro firms. There is no significant difference among primary HRM personnel practices in micro sized enterprise and the small sized enterprise sample. Outcome shows that there is no significant difference observed among primary HRM personnel practices in micro sized enterprises and small sized enterprises. The author’s hypothesis is found to be invalid and research findings suggest a higher level of sophistication and experience in human resource management functions in micro and small enterprises.

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. The survey was clearly divided into two sections. The first section was designed to include all HR professionals and covered a wide range of items related to the role of HR, the extent of the focus being given to different areas of policy design and measurement approaches to HR’s contribution to the bottom-line. The second section was designed to investigate HR’s involvement in strategic decision-making processes.

Results indicate that 46 percent of respondents have completed some form of graduate degree. Human resource professionals are taking the opportunity therefore to increasingly improve the educational qualifications. With respect to career entry points, a cross-tabulation provides support for a continuation for younger people to enter the profession through the HR functional area. The study explores the reactions of HR professional to possible changes in their role. The frequency data reveals that only nine percent of respondents report no change in their role, 84 percent of respondents agreed that they had to acquire a new set of skills in response to the transition from personnel to HRM. A total of 80 percent of respondents also claim that the changes have made their
job more rewarding. With respect to effectiveness, 43 percent of respondents report feedback on financial measures of human resource management operations such as cost-per-hire and training costs and 30 percent report evaluations of specific human resource management programmes. Measures of the impact of HR, however, were weaker with only 25 percent of respondents reporting that attempts were made to clearly connect the HR measurement approach with organisational performance. Results confirm that organisations are working to attract talent with 76 percent of respondents developing recruitment initiatives. A total 67 percent of survey also identified selection as a significant area of HR policy. With respect to skill development, however only 37 percent indicate that they have initiated supporting HRM activities. Low responses are also identified in the areas of career management and development. Study reveals that organisations are giving importance to discussing and documenting employee progress both at management and non management level. Study indicates that quite low attention is paid towards job design, job analysis and team building. The finding suggests that organisational structures are adapting and providing HR with an opportunity to participate at senior level.

Punia, B.K. and Anju Dahiya (2006) conducted 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. Data in the form of a well-structured questionnaire is collected from one hundred respondents working in different organisations of North India. The statements are related to the five key components of the performance appraisal system. These have been identified as role of performance appraisal system in objective-setting and problem-solving, leadership and team-building through performance appraisal. Performance appraisal is a tool of employee motivation, communication efficiency. The respondents are asked to make their preferences on a five-point scale for both type of appraisal systems and the scale ranged from true to very little extent to true to a very great extent. Paired sample test has been applied to ascertain the significance by comparing the t-value.
In the present study, the system’s comparative contribution on five different parameters that is the role of system in objective setting and problem-solving, leadership and team-building, employee motivation, communication efficiency and change management has been analyzed and discussed. Study shows that 360 degree system enhances performance, provides accurate feedback and provides direction for individualized development planning and promotes clarity in performance expectations. Respondents have acknowledged that the 360 degree appraisal and feedback system is superior to the traditional system. Employees prefer that 360 degree appraisal and feedback system more stronger tool of motivation, effective communication among employees and a better attitude – change master as compared to traditional system of appraisal.

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. Data was collected through questionnaire and interviews. In order to measure importance of HR function in an organisation and HR managers contribution to organisational strategy on management development, a five point Likert-scale was used ranging from (1) very low to (5) very high.

Formal management development process comprises of items such as job redesign processes, development processes within the job, processes external to job and self-development processes. The results of the formal management development processes show that job redesign processes are the most popular processes followed within the job. The analysis of the least significant differences shows that managers from both foreign and joint venture companies are more likely to experience self-development processes than local managers. The majority of managers have experienced adding more responsibilities to learn as a job redesign processes. Job rotation is used in the companies is one of the well known methods of job redesign processes. However, it is revealed that job rotation is mainly used for the managers in the lower management level of the production function. The development processes within the job include mentoring, action learning and coaching obtained low mean values. External courses such as distance
learning are the least experience process. Reading and guided reflection also received low responses. Further analysis of least significant differences shows that managers from both foreign and joint venture companies are more likely to be facilitated with formal processes than local managers. Learning from handling problems on the job, learning from doing the job, learning from observing colleagues/superiors and learning from feedback given by superior are the most popular methods of informal development processes.

Further analysis of least significant differences shows that managers from foreign companies are more likely to learn from social occasions related to work than that of managers from both joint venture and local companies. The managers reveal that they have been provided with development opportunities to reach the required level of performance before being given promotions; they have received either monetary or non-monetary rewards for their dedication to develop themselves. The findings convey that 70 percent of joint venture companies allocate a certain number of hours for development programmes each year; this percentage is low for local (16 percent) and foreign (12 percent) companies. The impact of ownership is significant. Results reveal that fewer local companies (47 percent) and foreign (39 percent) have separate HRD units/departments than that of joint venture companies (75 percent).

Kandu, Subhash C., Divya Malhan and Pardeep Kumar (2007) 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. The present study is based on primary data gathered with the help of questionnaire comprising of three sections. The first section contained ten background questions and second section contained 22 statements about the human resources management practices. The third section contained 45 statements related to employee service orientation. The questionnaire was administered to 600 respondents of 200 companies who have undergone training and development programmes in training institutes in New Delhi, India. Only 250 (41.7 percent) of the returned questionnaires were found suitable for final analysis and without any discrepancies. Out of the sample of 250 respondents, 90 respondents were from Indian
and 160 from multinational shipping companies. All respondent employees/officials were of Indian origin.

However, all respondents were males in the sample, out of which 45.6 percent were married. The officers surveyed were comparatively younger. The average experience of the officers/employees was 8.29 years and average experience in the shipping company when they are surveyed was 4.25 years. The fresh officers were 54.40 percent, those who have changed the company two times 24.00 percent and those who have changed the company more than two times 18.80 percent and 2.80 percent did not report about the status of change. Further, majority of the officers (84.00 percent) reported that their shipping companies were having human resource management department. The 45.60 percent officers/employees reported that union exists in the shipping companies and 56.84 percent officers/employees were member of unions. Data regarding 22 human resource statements was analyzed with the help of correlation and factor analysis. Study showed the correlations of 22 variables were almost significantly correlated. The factor analysis brought out five factors in all explaining 63.72 percent of total variance. The extracted communalities ranged from 0.49 to 0.78. Five factors – job analysis and HR planning, training and performance appraisal, hiring and compensation system, work-force diversity and flexible work system and career development were found highly correlated. Through factor analysis, these five factors were further analyzed.

Two factors namely training and performance appraisal and hiring and compensation system emerged as very strong practices prevailing in different shipping companies. These two factors are followed by factors namely career development. Job analysis and HR planning was moderately practiced in shipping companies. Mean scores indicate that the strongest factor was the training and performance appraisal. Hiring and compensation and career development were again strong human resource dimensions in shipping companies. Job analysis and human resource planning were found as moderate human resource practices. Practices regarding work-force diversity and flexible work system were also prevalent in shipping companies but comparatively not as strong as other human resource dimensions.

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 organisation, (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 organisation. The sample consisted of managerial participants from a profit earning private sector organisation (N = 100), situated in the state of Uttar Pradesh. Measures consisted of scales related to member’s perception of the participative climate, perceived effectiveness of performance appraisal system and demographic characteristics of the participants. The questionnaire for participative climate scale consisted of ten items. The reliability coefficient of the scale was 0.75. Responses of all the items were taken on Likert-five point scales. A four items scale measured demographic characteristics of the participants consisting of length of service, salary received, number of promotions received and age.

The results of the study are that the mean value of the participants' perceived effectiveness of the performance appraisal system on the five-point scale indicated moderately high level of the perceptions of the performance appraisal system in the managerial sample of the organisations. The mean age of managers in the private sector organisation was 44-50 years. The salary drawn by the managerial group ranged from approximately Rs.10,000 to Rs.20,000. The study found that among the dimensions of participative climate, participation in problem-solving decisions was positively predicting 36 percent variance, while task-related participation negatively predicted 47 percent variance. The result of regression analysis showed that among the demographic variables duration or the length of service and age of the members of the organisation, negatively predicted variance of 51 percent and 53 percent respectively.

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. At the first stage, the cotton and synthetic textile industries employing 100 and more persons are identified. The second stage
includes selection of the sample factories. Four textiles factories are selected by simple random sampling method. In the third stage, sample-size is confined to 372 workers assuming that ten percent would be significant to represent the opinion of the total persons engaged in the factories. At the fourth stage, the sample for workers in each factory is taken from the list of names provided by the administrative departments of the sample factories. The other part consists of a questionnaire developed for measuring attitude of workers towards their job on the five-point Likert-scale. This includes a total of twenty-one statements, twenty statements for measuring attitude on the sixteen facets of the job and one for assessing the overall attitude of workers towards the job. Interviews are taken personally during working hours. Chi-square test is used to measure the association of the variables. Cramer’s coefficient has also been applied to identify the degree of association among the variables.

Results show that in the age-group of 50-60 years, many workers i.e. 39.29 percent are moderately satisfied, while the 35.71 percent are highly satisfied, while the percentage of less satisfied workers in this age-group is only 25. Data indicates that 41.32 percent of married workers are less satisfied group while the unmarried workers are only of 26.91. As against this, the percentage of workers showing high job satisfaction among unmarried group is found to be 22.62. Data shows that the job satisfaction level improves with the degrees in their skills (23.08 highly skilled and highly satisfied, 14.63 skilled highly satisfied, 14.61 semi-skilled and highly satisfied and 10.71 unskilled and highly satisfied). The 16.88 percent of the permanent workers have shown highest level of job satisfaction against 13.79 percent of non-permanent workers. The experience of workers and job satisfaction are highly and positively associated.

Majority of the workers (54.39 percent) having up to five years of work experience show low level of satisfaction as compared with 8.77 percent of high level of job satisfaction of workers of same group. It is 24.05 percent of workers in the fifteen years and more of experience group who have shown low level of job satisfaction, whereas it is 27.85 percent of the workers, showing high level of job satisfaction. Some workers and their family members also involve themselves in additional earnings to supplement their income to maintain the financial needs and quality of life. Therefore, to make an analysis of the attitudes of workers toward their job, the income from other
sources was considered as a criterion. Data shows that lower-income group depicts lower-level of satisfaction and higher-income group shows higher level of satisfaction. Majority of the workers (46.55 percent) falling in the Rs.2000-3000 additional income group are lowly satisfied and only 10.34 percent of them are found highly satisfied. The moderately satisfied workers in this group are 43.10 percent. Likewise, 39.47 percent of workers falling in the Rs.5000-9000 additional income per month group have expressed high job satisfaction against the 21.05 percent of workers showing low job satisfaction. There is relatively positive association of job satisfaction with age, skill, permanent-employment status, experience and the worker’s large additional income, whereas marital status and number of dependents have been found to be negatively associated.

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. The data is collected from a sample of 82 randomly selected public and private firms in manufacturing sector in Eritrea. The data are collected from general/human resource managers and in some cases also from departmental managers. The numbers of completed surveys returned are 82 out of 194 questionnaires with response rate of 42 percent.

The findings indicate that there is existence of a positive relation between human resource management practices and organisational performance in Eritrea. But it does not hold true across the four organisational performance measures. The turnover results show that employee turnover decreases as firm’s compensation packages increases. The organisations where there are more opportunities for promotion and development, their employees tend to remain in organisations. Both recruitment and training are significantly related to absenteeism, but these HRM practices are not associated directly with reduced absenteeism. Compensation is found to have significant effect on grievances. Compensation activities are the only HRM practice that has significant impact on reducing employee's grievances. It is also found that larger firms have fewer grievances
than smaller firms. The results reveal that employee development is significantly and positively related with productivity.

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 38-items included in the questionnaire can be divided into three categories such as general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation) and human resource development mechanisms. Five-point Likert-scale has been used in the present study. The sample-size in the study is 216.

In order to assess the general HRD climate prevailing in the organisations, 11 items questionnaire is prepared. 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.

Shailendra Singh, Naresh Kashi Singh and Abhijit Bhattacharya (2008), conducted a study on, ‘High Performance Organisations: Relationship with Human Resource Policies and Practices,’ to examine the relationship between organisational performance and human resource policies and practices. It is hypothesized that human
resource policies and practices will have a positive relationship with organisational performance. A list of 300 companies is prepared. The data used in this study is collected from 49 organisations consisting of 18 public sectors and 31 private sectors. Pearson correlation and step-wise regression analysis is used to analyze the data. For measuring organisational performance and human resource policy, five point Likert-scale scores ranging from 1 to 5 is used.

Responses on organisational performance items are subjected to factor analysis. The analysis reveals three factors. The first factor consists of nine items - learning and growth of employees, quality of products and services, innovativeness, adaptability, impact on the industry, operating efficiency and public image and goodwill. It is named generic performance. The second factor consists of four items which are financial strength, level of profitability, stability of performance from one year to another and growth of revenue/sales/and level of activity. The third factor consists of two items namely – business ethics and corporate social responsibility. The third factor is named as social responsibility. Responses on HR policies are also subjected to factor analysis. The first factor consists of eight items related to policies and practices used for motivating employees. These items include financial incentives for excellent performance, encouraging employee efforts and capturing know-how, long term perspectives in dealing with people, elimination of status symbols, work is organized in self-managing teams, payment of higher than average wages in the industry, employee ownership plans etc., this factor is labelled as motivational HR policies. The second factor includes four items which are encouragement of undertaking multiple tasks and job rotation, practice of extensive information sharing, decentralization of decision-making and empowerment and compressed distribution of salaries. This factor is named as empowerment. Third factor relates to policy of promotion from within, high budget allocation on training and skill development and rigorous selection procedure and selective in recruiting. The factor is named as meritocracy. Results reveal that generic performance and financial robustness are positively correlated with three dimensions of human resource policies while social responsibility is positively related only to meritocracy. Regression analysis results reveal that generic performance is significantly related to motivational human resource policies and empowerment, while empowerment and meritocracy emerged as significant
predictors of financial robustness and social responsibility respectively. Empowerment and meritocracy also emerge as significant predictors of overall performance.

The above national and international case studies show that in various organisations, human resource development practices and climate have been implemented. Now-a-days, the top managements of different organisations have implemented human resource development practices like selection, recruitment, feedback and counselling, training and development, career planning, motivation, job evaluation, job design, wages and compensation, quality of work life, trade union, collective bargaining, grievance redressal procedure, benefits and securities, promotion, transfer, quality circles etc. The effective human resource development climate has also been implemented in organisations to increase the efficiency and productivity of employees. But satisfaction level of employees is not explored yet. Thus, there is a scope for considerable improvement in human resource development practices and climate of different organisations.