Chapter Two

Literature Review
Chapter - Two

LITERATURE REVIEW

In the preceding Chapter-One there was description about the meaning and concepts of different criterion and predictor variables. The present chapter is aimed to describe and examine the available research studies which were directly or indirectly related to different variables undertaken in the present study. The presentation of the variable-wise survey of literature will follow the same sequence which was adopted in Chapter-One describing studies related to criterion variables and then the relevant studies pertaining to predictor variables. Hence, the studies related to different variables follow:

Work Identification

Work identification has always been of vital concern with employees. It has been observed and found that work identification has a positive impact on organizational work performance i.e., individual employees and organizational work effectiveness.

March and Simon (1958) pointed out that the four major aspects of job life viz., organization, work itself, organisational members and external organization help in determining identification with the work and the organization. These components of job life tried to identify the characteristics of the person having high work and organizational identification (Hall, Schneider & Nygren, 1970; Hrebinjak & Alutto, 1972). Some other studies have reported job challenge (Hall & Lawler, 1970, Patchen, 1970), Job control and autonomy (Brown, 1969; Lawler & Hall, 1970; Marsh & Mannari, 1977) as predictors of identification.

Brown (1969) conducted a study on identification and on some organisational circumstances of organizational involvement. Sample consisted of N = 834 workers. Hypothesis were formulated which predicted that employees would tend to identify with the organization in three situations - when they saw the organization as providing opportunities for personal achievement, when they had power within the organizations and where there were no competing sources of identification. Analysis of identification revealed that identification as a mode of orientation can be
distinguished from other apparently similar modes such as satisfaction. The findings confirmed the hypothesis that identification can be observed and that it is related to a distinct workers perspective.

Srivastava and Dole (1978) examined the factor structure of work identification and organizational identification. They contended that work identification was based on work attractiveness and personal congruence with work. On the other hand, it was found that organizational identification integrated factors of membership, maintenance, dedication to organization, ego involvement and pride in the organization and positive relationship between identification and organizational identification was obtained.

O'Reilly and Chatman (1986) asserted to the fact that an employee’s psychological attachment to an organization can reflect varying amalgamation of the three psychological foundations like compliance that occurs when attitudes and behaviors are adopted not because of shared beliefs but simply to gain specific rewards whereas, identification occurs when an individual accepts influence to establish or maintain a satisfying association i.e., an individual may feel proud to be a part of group respecting its value and accomplishments without adopting them as his/her own, and thirdly, internalization occurs when influence is accepted because of the induced attitudes and behavior that are congruent with ones’ own values, that is the values of the group or organization are the same. The impact of O'Reilly’s classification system has been found weakened as they failed in distinguishing between identification and internalization (Caldwall, Chatman & O'Reilly 1990) in most research combined the identification and internalization items to form a measure of what they called normative commitment.

Gandhi (1992) conducted a study to examine the influence of job enrichment distinctiveness on work and organizational identification. Sample comprised of N=71 managers: (junior + middle level) who were from textile mills. The data were given the treatment of multiple regression analysis which revealed that organizational identification is considerably determined by job enrichment factors but job characteristics on the whole have no noteworthy predictive influence on overall organizational identification. Job autonomy and skill variety emerged as significant predictors of organizational reputation which also considered as one of the
dimensions of organizational identification. Task identity also emerged as significant predictor of organizational involvement which is one of the dimensions of organizational identification.

In one study conducted by Smidts, Pruyn, and VanReil (2001) on the impact of employees’ communication and perceived external prestige on organizational identification. Sample consisted of N = 1127 employees. In this study, communication climate was given prominence which was considered to play a central role and mediating the impact on organizational identification. Outcome of the result showed that employee communication perceived external prestige and helps to explain organizational Identification.

Mael and Ashforth (2001) conducted a study on Identification in work and its contrasting reimbursements and dangers. In their deliberation they argued that the potential benefits of identification included enhanced self esteem, meaning, belongings and raised aspiration. Authors also discover the nature of identification with work organizations by applying regression analysis on the data.

Lowe, Schellenberg, and Shannon (2003) conducted study on employees’ perceptions of healthy work environment. Study also professed to show influence of employees’ perception on job satisfaction, employee commitment, workplace morale, absenteeism and intention to quit. Sample was of 2500 Canadian employees. Results revealed that employees in healthier environment have significantly (p < 0.01) higher job satisfaction, commitment and morale and lower absenteeism and intention to quit. Study supported the widespread model of workplace health that target working conditions, work relationships and workplace organization for healthy promotion interventions.

Kreiner and Ashforth (2004) studied the development on the model of work identification, author studied the treatment through which individual could drive identity from the organization. Paper gave four facets of model viz. identification, dis-identification, ambivalent identification and neutral identification. Sample was of 330 employees and results suggested the use of this model to get strong potential for application in organizational identification.

Riordan, Vanderberg, and Richardson (2005) examined employee participation climate and organizational effectiveness. The study empirically
examined the association between perceived employee involvement climate and organizational effectiveness. Sample was taken from insurance companies and results indicated that organizations with high levels of perceived employee involvement climate lead to organizational effectiveness as measured through financial performance and turnover rate.

**Johnson, Morgeson, Ilgen, and Meyer (2006)** studied the manifold professional identities. They examined differences in identification across work related targets and compared two groups of organizations and compared their identification, their organization their work group. They found different patterns of identification across two groups depending upon whether individual was an owner or partner or an associate. Proprietors were found to identify more their job than other work groups.

**Van Knippenberg, Martin, and Tyler (2006)** examined the role of organizational identification in process - orientation versus outcome - orientation during organizational change. They argued that organizational identification as predictive of employee interest and concern during periods of organizational change. It was predicted that organizational identification may largely determine whether employees may be focused on salary, expenses etc or on the change processes (i.e. procedures, voice, participation options etc). Outcomes recommend that people who identify less with the organizations are more likely to focus on the change outcome than on the change process, while employees who identify more with their organizations are more likely to be focused upon the change processes than on the change outcomes.

**Lavinian and Antonio (2007)** examined charismatic leadership and organizational outcomes and the mediating role of employees work group identification. Two field surveys were conducted consisting of 200 Italian public and private sector employees. Outcome of the study 1 revealed that charismatic leadership was positively related to work group identification and employees work effort was positively related to work group identification. Work group identification also mediated the relationship between charismatic leadership and work effort. Results of study 2 also highlighted the positive association between charismatic leadership and employees work group identification. Work group identification was also found
associated with their job involvement, job satisfaction, and performance and turnover intentions.

Lee, Lee, and Lum (2008) argued that positive employees' attitudes arising from the provision of employees services were the result of a positive construed external image of the organization. It also showed that when employees perceived that outsiders viewed their organization optimistically, their levels of identification with their organization do increase.

Cheung and Law (2008) investigated in their study through the mediating effect of perceived organizational support (POS) that how distributive, interpersonal and informational justice affects the extent to which employees identify with their organization. This assumption was tested on N=159 employees working in several service organizations. Results revealed that the positive effects of interpersonal justice and informational justice on organizational identification were fully mediated by perceived organizational support. Unexpectedly, distributive justice was found unrelated to perceived organizational support, but directly linked to work identification.

Lee, Wu, and Lee (2009) investigated on the sample of bank employees and examined factors that influence employees' organizational identification. Results from multi-regression show that pre-merger organization identification, trust in the merger, and procedural justice - all have a positive influence on post-merger organizational identification. Trust in the merger had the most significant influence for both acquiring and acquired employees. Only the expected utility in merge failed to have a significant influence on post-merger identification for both the groups.

Hakonen and Lipponen (2009) in their study intended to test the hypotheses that the identification-effectiveness link should be stronger under high-trust than under low-trust conditions, and that the association between trust and effectiveness should be stronger when team members identify strongly with the team. Hakonen and Lipponen found clear empirical support for their hypotheses.

DeMoura, Abrams, Retter, Gunnarsdottir, and Ando (2009) gave two models in which either job satisfaction or identification was indulged as a mediator of the other's relationship with turnover intention. The organizations varied in terms of culture (Japan vs. UK), and institutional domain (academic, business, health, mail,
legal). Within each organization, and meta-analytically combined across the seven samples, identification mediated the relationship between job satisfaction and turnover intention more than job satisfaction mediated the relationship between organizational identification, and turnover intention. Organizational identification also had the larger overall association with turnover intention. This pattern remained true when gender, age, type of organization, culture, and length of tenure were accounted for, although the direct relationship between job satisfaction and turnover intention was found stronger in private than public organizations and when the ratio of men was higher.

**Edwards and Pececi (2010)** in their study found that perceived organizational supports has positive effect on organizational identification, organizational involvement and turnover intention. The finding also revealed that perceived organizational supports had a positive effect on identification which in turn predicts work related outcomes.

**Qureshi, Shahjehan, Zeb, and Saifullah (2011)** conducted investigation on 158 teaching and administrative staff of a public sector university. The results obtained that identification and self esteem as important predictors of organizational citizenship behaviour. It can be inferred from the results that development of organizational identification and self esteem may be used as a strategy to motivate the employees to engage in organizational citizenship behaviours to ensure improved individual and organizational performance in public sector organizations.

Having given and highlighted the available literature on the work identification, now we are concerned to another important dependent variable viz., QWL. Hence, the on-going description of survey of literature will pertain to the phenomenon of QWL.

**Perceived QWL Studies:**

Quality of work life (QWL) is a criterion or it can be said to be the dependent variable in this larger research work and it is apparent from the history that direct studies on QWL started coming - in after the first paper presentation by Davis in 1972 at Arden House, US and thereafter, increasing pressure was on QWL studies as organizations progressively adopting the philosophy of making the men happy at work for enhancing their motivation and will to work. The approach of QWL for
enhancing employees commitment and effective performance is not a recent approach. Earlier, the terms like job-enlargement and job-enrichment had emerged in the same chronological order as the strategies to minimize monotony, enhance job motivation and work satisfaction as well. There have been considerable studies on QWL and these studies are generally in relation to job satisfaction, organizational climate physical working conditions, etc.

**Pestonjee (1973)** investigated on the basis of his empirical study that supportive organization are optimistically related to workers’ morale and job satisfaction. In similar study conducted by Schneider and Snyder (1975), it was found that climate and satisfaction are positively correlated and almost the same result was reported by Lafollette and Sims (1975) that organizational climate and practices are related to job satisfaction.

**Taylor (1977)** suggested effectiveness of job satisfaction measures in assessing job characteristics in humanizing QWL is problematic. Paradoxically the high and stable levels of job satisfaction cannot explain the frustration and alienation in the organization. This leads to the conception that employees’ participation in the action researches on QWL may itself reduce their frustration and feeling of alienation.

**Hackma, Pearce, and Wolf (1978)** advocated that the job can be redesigned for enhancing workers motivation and developing organizational effectiveness and also to have the environment desired by the people. This advancement seeks to enhance the quality of working life.

**Kumar and Bohra (1979)** propounded association between employees’ job satisfaction and their perception about existing organizational climate. The result showed that perceived organizational climate significantly influence workers’ job satisfaction. The employees perceiving existing organizational climate as democratic were found to be highly satisfied with the job compared to those perceiving organizational climate as autocratic or undecided.

**Sayeed and Sinha (1981)** examined the relationship among QWL dimensions, job satisfaction and performance measures on the two groups of samples working in high QWL and low QWL organizations (N=90). The result revealed that QWL dimensions are related to job satisfaction in both the types of organizations. A comparison between high and low QWL organization further indicated systematic
variation in the correlation pattern i.e., organization with low QWL tended to yield reasonably better relationship between QWL dimensions and performance measures of the organization with high QWL.

Oldham and Rotchford (1983) gathered data on N = 114 full-time office employees from 19 offices of a large university to find out the relationship between objective office characteristics (physical working conditions) and several measures of employees’ reactions. Results indicated that each of the office characteristic was related significantly to one or more of the employees’ reaction measures. Moreover, office characteristics affected several employees’ reactions through their impact on the intervening variables. Ambrosini (1983) while reviewing the literature on QWL found the decline of work centered approach and the growth of interest in the relationship between work and non-work sphere. The principal perspective adopted during 1960 and 1970 are recapitulated, citing the emphasis on organizational and socio-technical studies of post Taylorist labour transformation; the appearance of the notion of subjective work experience then documented stressing the importance of the time dimensions and work flexibility as determinant of QWL. Singh (1983) made an endeavor to advance QWL by recognizing work and eliminating split-up goals and, thereby, made work satisfying and productive. Singhal highlights off-the-job quality of life where it is pointed out that quality of working life will be meaningful only if the people working in organization live a happy and healthy life in off-the-job-situation. The economic, familial and health related aspects to which employees are exposed as member of a larger society are significant factors that influence their QWL experience. Singhal also made a point that QWL is a time and situation bound except the conditions that requires constant revisions and modifications as psycho-socio and organizational contents of change over time.

Hartenstein and Huddleston (1984) specified that for QWL measures to be successful, management and labour must have to share values. Without such values, managers are often authoritarian and deny workers sense of involvement, responsibly and autonomy, resulting in the workers lack of commitment and low productivity.

In one study Kornabluh (1984) recommended that the notion of increasing workers’ participation in decision-making is appearing more often on the labour management agenda as a strategy to improve employees’ QWL. The reason for
management interest include the need for (1) increasing productivity and quality; (2) improving the QWL of the new workers who are educated and have good work ethics, but are alienated and unmotivated under current management practices; and (3) meeting foreign competition.

A study carried out by Sekaran (1985) on bank employees to find out the nature of QWL exposed that QWL in bank is not high. The rationale for the low QWL was attributed to the external environment (Govt. and the union interference) facing the banks. Results of the study suggest to the government to formulate broad policies, provide autonomy in designing the jobs and recruitments of right people, and performance based reward system are also found most likely instrumental in enhancing employees’ QWL.

Braun (1985) presented a paper at the annual meeting of the Rural Sociological Society in which he gave some significant suggestions regarding QWL programmes and industrial justice. According to him, in the present work context QWL programmes tend to exist only to increased physical productivity, never to decrease it for the benefit of increase workers' happiness. To appropriately judge true productivity based on industrial justice, there must be a great societal and workers' voice on how productivity is defined. Small benefits to the company at higher costs to workers and to society at large are to be avoided. Such costs include speed-up, discrimination, and reduction in work freedom through increased setting of standards, lack of flexibility in setting - up and enforcing standards, pseudo-careerism, and defining out of existence of unskilled work that had served as a social buffer to provide jobs for anyone, no matter what his experience. Industrial justice requires that workers be allowed to produce with an average rather than an extraordinary amount of effort, and that they have the right to demand sympathy on occasions. Braun’s argument seems to be highly central as the factors emphasized have real implications for experiencing QWL in true sense-Hence, these factors must be automatically taken up while making any QWL strategy.

Graham (1985) explored worker’s support and rejection attitude towards QWL programmes on the sample of shop floor workers. Result revealed that attitude towards QWL leads to four generalizations: (1) when workers obtain greater influence and respect in their relation with management they were likely to support QWL; (2)
where this greater influence facilitate them to obtain changes in both job procedure and working condition, they are likely to continue their participation; (3) if QWL increases cooperation among workers, they will likely to support it, but if it increases competition they are likely to reject the programme; and (4) worker’s support for a QWL programme is likely to be maintained only if the power of the union in bargaining is not hindered.

QWL programme if have such constructive effects on these four sets of relations, worker’s ability to accept changes at the workplace to which they see as significant, is increased and their support for more cooperative relations with management is most likely to be developed and maintained.

Rao in 1986 investigated the difference between quality of working life of men and women employees doing comparable work and also examined the effect of work on women. The result showed that there was noteworthy higher composite quality of working life scores for men than for women employees. Men employees had considerably higher scores for opportunity to learn to improve their skills, challenge in job, and discretionary elements in works. The findings also advocated that age and income had positive impact on perceived QWL for women. Also Rao did not found significant correlation between quality of work life and the quality of life for the sample of women. Moreover, he also obtained no effect of education on QWL experiences.

A study conducted by Keller (1987) investigated the comparative contribution of work and non-work variables on quality of work life among different ethnic groups. The data consisted of 127 whites, 30 Hispanic, 33 Black Americans and 121 Mexicans. The results indicated that there was no significant relationship between ethnic group membership and QWL. Home life and family network variables accounted for more variance in QWL than did the work variables like job satisfaction, job stress, and job level. Mehta (1987) conducted a study on the sample of senior and middle level officials helping in four states. The results designate that greater the proximity to the development, the lower was the perceived QWL. The findings also exposed that remotest the officials from developmental work, the more satisfied they were with their quality of work life. An interesting feature of the finding of this study was that departmental posting was also associated with perception of lower QWL than
the secretariat posting. The perceived quality of work amenities which include housing, education for children, drinking water facilities and salary etc. steadily declined as one moved closer to development work.

In the study Gupta and Khandelwal (1988) positive noteworthy affiliation was found between QWL and role efficacy. The findings also revealed that supervisory behaviour is the most vital facet of the QWL, contributing 21% of the variance in the employees’ role efficacy. Supervisory role include general satisfaction with supervisor's day-to-day behaviour, amount of communication and listening, and appreciation of good work.

Chakraborty (1989) recommended that quality of domestic life – a major component of quality of work life transmits its unavoidable impact on the quality of home life so as to reduce the intensity of stress experienced in the context of work life. According to one forecast, by the end of 1990, more than 50% of American children will belong to single parent or no parent category, was used by the author as a major element in the construction of emerging aspect of stress. He warned the Indian to restrain from the uncalled problems of these socio-cultured changes. It is also suggested that there exist reinforcing cycle of stress both at home and in the workplace.

Mee Lin and Bain (1990) made a concerted to carry out a survey of literature to identify the association between QWL programmes on organizational performance measures through reviewing of 27 studies on unionized firms. Impact of QWL programmes on organizational efficiency (the performance of labour-management relations and the economic and non-economic performance of the firms) were assessed through these studies at 3 levels: individual, group division and organization / industry. All studies found favorable attitudes of workers towards QWL programmes. At all the three levels employee participation measures and job redesign were the approaches of QWL programmes which commonly implemented by both union and management. The studies showed mixed impact of QWL programmes on absenteeism, grievances, turnover, discipline, and labour relations.

Havlovic (1991) conducted an investigation to examine the hypothesis regarding the influence of QWL initiatives on human resource outcomes. The data was gathered at the unionized Midwestern heavy manufacturing for the phase
between 1976 – 1986. The findings revealed that QWL initiative significantly reduce absenteeism, minor accidents, grievances, quits, etc. The study very clearly advocates the positive impact of QWL on work related behaviour and subsequently to work outcome.

Fields and Thacker (1992) investigated the influence of QWL on company and union commitment. Results revealed that company commitment union commitment increased irrespective of the perception of QWL success.

Long (1993) examined the impact of new office information machinery on job quality of female and male employees. The results witnessed noteworthy increase in job quality of both male and female employees and subsequent to the introduction of computerization where females experienced considerably larger increase of their job quality than males. This occurred because clerical and secretarial employees experienced much larger increase in job quality than did professional / technical employees or managerial employees.

Karrier and Khurana (1996) examined the relationship of QWL with six back ground variables viz., age, educational qualification, experience, native / migrant, number of dependents, and income level three-motivational variables viz., satisfaction, job involvement, and work involvement on N = 491 managers taken from the public, private, and cooperative sector industries. The results of the study specify that managers with higher motivation have higher QWL perception. Moreover, the results also advocate educational qualification of the managers, size of the organization, job involvement, and job satisfaction as significant predictors of QWL.

Paranjpe (1997) studied to classify the training areas for special education teachers as a function of their QWL perception and consequently on job satisfaction. Data from N=240 special education teachers of New Delhi schools (for handicapped) were analyzed by product moment coefficient of correlation and multiple regression analysis. The results indicated that out of sixteen job satisfaction factors, ten were significantly related to QWL-feelings (QWL-F) and five to QWL- conditions (QWL-C). Some factors emerged as significant predictors of QWL-F and QWL-C, viz., interesting or enjoyable nature of the job; institute policies; amount of recognition and respect; and amount of compensation received for the work done. Factors that
emerged as insignificant predictors of QWL-F-C were identified as the potential areas of training which need to be strengthened. He categorized these factors into three clusters — group interaction and improvement in interpersonal relations; growth facilitation and progress; and working conditions. Further, it is argued that these areas can be improved upon by the school management and staff in a collaborative manner through quality circle improvement programmes.

Venkatachalam and Velayudhan (1997) obtained that productivity increased with the change adapted through increased QWL perception of the employees, and also found several other factors—security, autonomy, equity of pay and rewards which help to enhance QWL, satisfaction, involvement, working environment, and so on. Moreover, finding revealed the positive association between QWL and organizational commitment.

Lau and May (1998) examined how perceived image of a company's QWL will affect its market and financial performance. Growth and profitability of 2 groups of companies were compared based on sales growth, asset growth, return on equity, and return to assets. The results specified that companies with high quality of work life can also enjoy exceptional growth and profitability.

Saraji and Dargahi (2005) in their study reported that a high quality of work life (QWL) is indispensable for organizations to continue to attract and retain employees. QWL is a comprehensive program designed to enhance employee satisfaction. This research intended to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences Hospitals’ employees towards their quality of life. A cross-sectional, descriptive and analytical study was conducted on N=908 Tehran University of Medical Sciences hospitals’ employees. The samples were selected from 15 hospitals. The results provide information that the majority of employees were dissatisfied with occupational health and safety; intermediate and senior managers with their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying. Tehran University of Medical Science hospitals' employees responding to this survey, have poor quality of work life. Researcher suggested more training and educations for Tehran University of Medical Sciences hospitals’ managers on QWL issues be planned.
Royuela, Tamayo, and Surinaea (2007) studied that how the quality of work life has been focused and defined by the European commission (EC). In recent researches they compared the European commission definition with the academic one and tried to see how close they are. They also analysed the likelihood of applying the institutional definition to the Spanish case through the development of specific indicators, then again concluded that QWL is increasingly important for policy makers.

Timossi, Pedroso, Francisco, and Pilatti (2008) examined quality of life in the laboral atmosphere raised the development of several models of quality of work life. Among them, one of the most used has been the model proposed by Walton (1975) and the model was apprehensive about the QWL that is getting significance as a way to rescue human and environmental values that have been neglected in favour of technological advancement, productivity and economic growth. Although its utilization occurs in large scale, the Walton's QWL model may not be a suitable instrument for populations with a low schooling level.

Recently Gupta and Sharma (2010) studied and reported that quality of work life affects the satisfaction level of employees of telecom employees and the implications of these findings suggest that quality of work life in Bharat Sanchar limited can be enhanced by such factors like “Adequate Income & Fair Compensation”, “Safe & healthy working conditions”, “Opportunities to use & develop human capacity”, “Opportunity for career growth”, “Social integration in the work force”, “Constitutionalism in work organization”, “Eminence of Work Life” and “Social relevance of work”.

Bolhari, Rezaean, Bolhari, and Baeramadeh (2011) conducted a study in which they firstly measured the level of quality of work life of information technology staffs and secondly they studied to inspect the connection between quality of work life and some demographic characteristics among them. The study was conducted on N = 292 IT staffs and the results suggested that the level of quality of work life is medium and needs managers' attentions to enhance. No significant relation was found between gender and quality of work life, but relationships of quality of work life with age, work experience and 3 incomes were obtained.
Sheel, Sindhawani, Goel, and Pathak (2012) reported on the basis of their study that Quality of work life is being used these days by organizations as a tactical tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees’ quality of working life and moreover to help them maintain work-life balance with equal attention on performance and commitment at work. The study revealed that one of the most important determinants of Quality of Work Life (QWL) is the career growth opportunities as supported by various researches done in past too. Studies also predict that employee performance as correlated with QWL.

One very important investigation Chandranshu Sinha (2012) undertook the study to discover the factors of quality of working-life experiences in organizations. The study-focused on 100 employees holding middle managerial positions in various organizations. The factor analysis of the component ‘quality of working-life experiences’ led to the extraction of 3 factors from various organizations. The three emerging factors were “relationship-sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”. The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses.

Gayathiri and Ramakrishnan (2013) examined in their study that the increased complication of today’s environment poses several challenges to hospital management during the next decade. Trends such as changing organizational structures, increased knowledge and specialization, interdisciplinary collaboration, advancement of technology, new health problems and health-care policy, and sophistication in medical education have to play significant role. As all these affect the nursing profession and skill requirements as well for their commitment to performance in hospitals. In view to this, hospital management has to ensure quality of life for nurses that can provide satisfaction and enhanced job performance.

Xhakollari (2013) conducted a research and examined that the numerous studies conducted on the quality of working life have shown that a high quality of work life leads to a higher productivity of the organization, and higher performance.
motivation, commitment, pride, satisfaction of employees at work. The subjects of this study were mental health workers in Albania. This research reviews the meaning of quality of work life and analyses constructs of quality of work life based on Walton model. The constructs of quality of work life discussed are, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, the social relevance of work life. This was mainly a quantitative study with some elements of qualitative nature. There was a conclusion of the study that overall mental health workers in general are satisfied with their quality of work life. Quality of work life is also found positively related to all its constructs.

Very recently Varnons (2013) reported in his research study the association between Quality of Work Life (QWL) and organizational commitment as it was a descriptive and surveying research with an applied goal. The random stratified sampling method was used to collect the data. Data was collected by using questionnaires that were distributed between staff managers and deputies. The findings of the study revealed relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables viz., health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

The above writing were related to criterion/dependent variables which had to be studied in the present investigation having discussed the above phenomena now it is warranted to give description about the predictor variables which were taken in present larger investigation leading to Ph.D degree in psychology. Therefore now onward discussion will pertain to these variables namely perceived organisational culture, upward – mobility and HRD practices in the same sequential order that followed:
Perceived Organisational Culture

Organisational culture as a whole and its various facets were taken in this study as predictor variable. The aspect of organizational culture has its origin in the very human relation movement that emerged in the mid-1920s and was at its peak during 1930’s to 1950’s in the form of human relation movement. But formal stress on the characteristic of organizational culture has not a long history. It is only since the last three or four decades that organisations in progress have been giving importance to organisational culture and its meaning expanded to cover such an organisational atmosphere that may provide supportive humanized work atmosphere creating will to work among employees without focusing on coercive means and strategies to get employees self motivated at work. In this regard the available studies are being illustrated here. Before presenting studies, it is imperative to point out that organizational culture is a broad term which encompasses scores of determinants like organizational climate, leadership behaviour, participative management, open-appraisal system, interpersonal-trust, autonomy at work, other humanized work strategies etc. Hence studies on these in relation to organisational culture are being presented below:

Sharma (1983) investigated the significance of organisational climate for employees’ motivation and satisfaction and she observed that factors like grievance handling, recognition, opportunities for enlargement and progress and participative management have been found instrumental for healthy organisation climate which subsequently enhances motivation and satisfaction of the job-incumbents. Shrivastava and Pratap (1984) also found positive relationship between positive perception of organisational climate and job-satisfaction.

Sharma (1989) conducted the study on humanization of work and job performance. On the basis of the findings, she highlighted QWL and organisations design as vital facet of organisational functioning. In 1992 Bradbeny and Preston had illustrated the story of resistance to internal cultural diversity in many American organisations and mentioned the basis why these resistant forces persist. The researchers have highlighted that how such resistant will become increasingly maladaptive in the evolving international environment and underscore the role of organisational development professionals in helping organisations to recognize the
sources of resistance to diversity in homogeneous organisations. They specified those organisations, which cannot successfully minimise the effects of tendencies toward personal biases and stereotypical judgements will become sluggish and unresponsive in the face of these emerging world realities.

The study conducted by Sheridan (1992) examined the retention rates of 904 college graduates hired in six public accounting firms over a six-year time. Organisational Culture values differ considerably among the firms. The variation in cultural values had a noteworthy effect on the rates at which the newly hired employees voluntarily left employment. Subjects voluntarily stayed 14 month longer in-the culture emphasizing interpersonal relationship values than in the culture emphasizing work task values. The association between the employees’ job performance and their retention also varied considerably with organisational culture values. The cultural impacts were stronger than the collective exogenous influences of the labour market and the new employees’ demographic characteristics.

Rubaii-Barrett and Beek (1993) highlighted in their study, the similarities and differences in work climate perceptions and levels of job-satisfaction among Anglo-American and Mexican-American employees of a general-purpose local government. Mexican-Americans accounts for a majority of the workforce studied, thus the observed differences in their work attitudes relative to the Anglo employees can be attributed to cultural differences rather than a numerical minority groups. Maxican-American on an average reported higher level of satisfaction with the personnel department and its procedures than did Anglo employees. As a group, Maxican-American highlighted the quality of supervision, degree of challenge in their job, relations with their co-workers less positively than did the Anglos. Hence, they contended these organisational culture facets are highly related to job-satisfaction.

Phillips (1994) studied ninety six subjects from twelve organisations representing a cross-section of these two industries through holding interview. Considerable differences in conceptualizations of membership, competition, and the origins of “truths”, the purpose of work, and the current narrow focus in research on industry-based cognitive constructs can be productively broadened to include a fuller variety of culture essentials and a wider range of industry participants were obtaining and reported by (Phillips, 1994).
Zamanou and Claser (1994) examined communication intervention program to change the culture shift which was measured through a triangulation approach. For the investigation, questionnaires, interview data and direct observations were combined to study the areas of organisation culture scale (OCS) before the intervention and a representative sample was interviewed. Then, the entire organisation participated in an organisation expansion program. Two years later, subjects again accomplished the OCS, they were interviewed, and participants were also directly observed. They noted that the facets viz., information flow, involvement, morale, and meetings are found considerably significant aspects of organisational culture.

Bloor and Dawson (1994) projected a new conceptual framework for understanding professional culture in organisational context, beginning with an effort to identify the multifaceted interplay between individual sense making, group beliefs and culture. The progression of professionalization and the development of professional cultures are described and the influences of professional belief systems on organisational culture were examined. The interrelationship between four kinds of professional sub-culture and organisational culture is demonstrated in a case study analysis of an Australian home-case service. The constancy of an organisation’s operative atmosphere was identified as a major factor that facilitates and constrains the propensity for professional sub-cultures to radically transform or incrementally refine dominant organisational culture. They concluded with a critical reappraisal of the significance of professional sub-culture as a determinant of an organisation’s cultural system.

Klein, Masi, and Weidner (1995) investigated a model linking and integrating the following constituents: normative aspects of organisation culture, the distribution and the total account of control, employee performance and perceived quality of service. They found significant association between organisation culture and control distribution; culture and total amount of control; culture and service quality; and culture and employee performance and total control and service quality. Results found to support the model.

Harris and Mossholder (1996) discovered management style, organisational climate, leadership, an organisational definition of success, the “glue” binding the
organisation, and the dominant organisational characteristics as the attributes to indicate culture. Job-satisfaction, job involvement, organisational commitment, and job turnover intention were the affective outcomes measured. Results show that organisational commitment and optimism about an organisation’s future explain the discrepancy between subject's assessments of the current culture and their ideal culture.

Weatherly and Beach (1998) discovered the connection between an organisation’s culture and their decisions made within the organisation. The authors had two fold objectives first, to present a theoretical link between culture and organisational decision making, and secondly, to test some of the connotation of this link. They conducted four studies on employees and managers from commercial organisations. Study 1st found that different organisations have diverse degrees of culture fragmentation and this could be measured by the organisational culture survey designed by Beach (1993). The second study obtained that the decisions of an organisation’s members are influenced by the degree to which the features of the choices that are compatible with the features of the organisation’s own culture. Study third highlighted that an organisation’s members are more likely to endorse a management decision if the features of the decisions are friendly with the features of the organisation’s culture. Study 4th, advocates that the greater the difference between subject’s assessments of an organisation’s culture as they perceived it to persist now and as they thought it actually ought to be, because employees felt dissatisfied with the existing job conditions.

Bendixen and Burger (1998) investigated in their study the influence of management philosophy on management and organisational effectiveness. 338 managers from 41 different countries fulfilled questionnaires. Results specified that there were five dissimilar management philosophies: rational management, entrepreneurial management, elegant management, market-oriented management, and educated vs experienced management. These philosophies had untrustworthy degrees of influences on management and organisational effectiveness. Rational market-oriented and entrepreneurial management was positively correlates to management effectiveness. Only market-oriented management was positively correlated to organisational effectiveness. Results support the proposition that management and organisational effectiveness are dependent on management philosophies. In our view
the contention of Bendixaen and Burger (1998) is of course very noteworthy as organisational culture essentially is determined by the management philosophies in making strategies for running organisations with utmost effectiveness.

**Casey (1999)** examined primary processes and effects of the so-called “New Organisational Culture” that is organised on the philosophy and practices of Total Quality Management (and its variations) which is increasingly being practiced in corporate organisations during 1990s. Analyses examined the effects of the organisational cultural practices of “family” and “team” on the employee and discuss their role in corporate discipline, integration, and control. The investigation comprises the data drawn from field research conducted in a large multinational corporation and the analyses and critical social psychoanalytic perspective forms interpretative propositions. The paper discusses the conventional view that the practices of the “new culture” and its purported reforms of the hierarchical, specialized, conflict-ridden workplaces of traditional industrial organisations “empower” employees and provide “meaningful” relationships in the workplace. It is argued, on the contrary, that these new “designer” cultural practice serves as processes of regulation, discipline, and control of employee subject selves.

**Al-Shammari (1992)** attempted to determine the confusion surrounding the relationships between organisational culture (OC) and the connected concepts of job-satisfaction, corporate culture and leadership style. Theoretical and methodological differences between OC and the three concepts were addressed and it concluded that these concepts are not synonymous to organisational culture.

**Schuster, Morden, Baber, and Mckay (1997)** estimated the effect of five-year period of implementing a structured, seven-step strategy to obtain enhanced organisation performance through employee attitudes. A noteworthy change in the condition of the human organization was shown to be correlated with a 66% increase in profitability. Results indicate that in the Canadian/US context, employee-centred management was, at least, compatible with high performance and competitive advantage of these were also evidenced that in some instances organization performance was significantly superior through the participation and contribution of employees in problem-solving and decision-making processes. Hence, present
researchers too give much emphasis to employee – centred approach for employees’ higher efficiency and organisational effectiveness as well.

**Den, Deanne, Maczynski, Motowildlo, and Slawomis (1997)** on the basis of their data made comparison between the Netherland and Polands’ managers’ perception of organisational culture and attributes compulsory for leadership effectiveness. Results point out that Polish organisations are seen by their managers as more likely to rely on social norms and procedures to avoid uncertainty, more likely to concentrate power at top management levels, and less likely to encourage future oriented behaviour, integrate persons into groups, and encourage organisational members to be fair towards others. Polish managers have firm believe that autocratic behaviour diplomacy, face saving risk avoidance, administrative skills, isolationism, individualism and status consciousness are necessary for leadership effectiveness.

**Johnson and McIntye (1998)** investigated organisational culture and climate correlates as job-satisfaction. Correlation indicated positive and significant associations for the measures. The measure of climate most strongly associated with scores on job-satisfaction was communication, followed by goals, creativity and innovation and decision making. Results are discussed in terms of their practical and meaningful relevance to organizational effectiveness.

**Wilson (2001)** premeditated the actions of employees and pointed out that their beliefs, custom and values derived from the organizational culture influence their actions and the informal message that they communicate. A mystique still exists around the notion at organizational culture. This paper attempts to explain the mystique by reviewing the literature relating to organizational culture, focusing on definitions, the factors which influence it, and the arguments as to whether it can be managed. The paper highlights the complication of the phenomenon of organizational culture and the need for corporate markets to be more sensitive to this complexity in the development and execution of corporate communication strategies. This requires markets to work more closely with researchers and practitioners working in the fields of the organizational behaviour and human resource management.

**Robert and Wasti (2002)** reported individualism and collectivism as meaningful facets in the context of organizational culture, and evaluated the construct validity of scale based on observed associations at the individual level (Person
organization (fit) and the organizational level of analysis. Results obtained from the analysis signify that fit between individual’s values and perceptions of the organizational culture predicted job attitudes, and that organizational individualism was related to the use of individualistic human resources practice at the organizational level. The significant results for the person-organization fit added to the evidence for the construct validity of the states. The effectiveness of this approach for understanding the relationship between individuals, organizations, and societies are discussed.

In one study Erdem and Satir (2003) reported organizational culture within manufacturing organization (form the point of weak-strong and positive negative features) through the use of metaphors. The study shows that the use of metaphors is useful tool for uncovering feeling towards an organization and suggests that it might be imperative for managers, researchers and consultant to understand and be sensitive to their use.

Vander Berg and Wilderon (2004) viewed organizational culture as mutual perceptions of organizational work practices within organizational units. On the basis of empirical studies, they emphasized five facets: autonomy, external orientation, interdepartmental coordination, human resource orientation and improvement - orientation. Use of this definition and a set of such generic facets would make easy the comparison of organizational cultures and the accumulation of research findings.

Madsen, Miller, and John (2005) reported significant relationships between readiness for change, organizational commitment, and social (cultural) relationships. Brooks (2006) an intimate knowledge and awareness of culture should progress our capability to analyse organizational behaviour in order to manage and lead. From the above statement, it can be said that research in organizational culture enables capability to analyse organizational behaviour which translates into superior corporate performance. Brooks (2006) insists that despite the importance given to the notion of organizational culture for over five decades, there remain considerable debate on the nature and the value of studying organisational culture.

Nelson and Cooper (2007) advocated that creating optimistic organizational culture helps in building employees strengths, rewards more than it reprimands, and also emphasize individual strength and growth. These three elements play significant
role in creating a good atmosphere in the firms through positive organizational culture.

Ojo (2010) examined the influence of organizational culture on corporate performance in the Nigerian banking industry. Questionnaires were administered to respondents who were randomly chosen from the study population to find out their opinions and views on whether organizational culture has an impact on corporate performance. The results revealed some essential facts which Ojo’s conclusions are based. One, of the things we can deduce from this study is that organizational culture is very important in every business organisation and that it is correlated to corporate performance. This study shows that there is a positive association between organizational culture and corporate performance.

Ehtesham, Tahir, and Muhammad (2011) has highlighted the relationship between components of organizational culture and performance management practices. In this study, primary data was collected through questionnaires on N = 140 employees working at the commission on science and technology for sustainable development in south (COMSATS) Institute of Information Technology. The sample consists of both male and female faculty members. The regression and correlation statistical analyses were used. The results from the statistical analyses show that involvement is highly correlated with consistency and adaptability. Similarly, the other facets of organizational culture have been found to have an affirmative significant relationship with the performance management practices.

Ng’ang’a (2012) highlighted that an institution’s culture could be strong and cohesive when it conducts its business according to a apparent and explicit set of values and principles which the management devotes considerable time to communicate to employees and students, and which values are shared widely across the organization. The three factors that are likely to have great impact in the building up of a strong culture are; a founder or an influential leader who established desirable values, a sincere and dedicated commitment to operate the business of the institution according to these advantageous values and a genuine concern for the well-being of the institution's stakeholders.

In the preceding pages of the chapter-II with regard to studies related to organizational culture, it is amply clear that organizational culture has its high value
in determining work related perception and behavior. The studies also advocate that in the present business world has received much more attention and thereby highly open and supportive culture of emerging organisations are widely being witnessed. However, organisational cultural implications have been found conducive to organisation growth and development.

Having elaborated organisational culture related available studies, it is also warranted to move to examine these studies related to HRD practices – another predictor (IV) variable. The details of these studies conducted in the past on the relevance and implications of HRD practices pertaining to individual as well as organisational productive efficiency – the hallmark of any organisation pertaining to any organisational ultimate objectives.

**HRD Related Studies**

HRD practices are very common strategy to help organisations to grow and develop. Hence, it is very important to mention here that HRD practices in an organisation have wider scope in harnessing and accelerating human working capabilities and capacities that are being undertaken to enhance organizational effectiveness. In the description to follow HRD practices related literature will be described and examined. Here, it is also imperative to mention that HRD – practices contains a wide scope and practices hence, there may be studies that are directly concerned HRD practices and there may be many more which indirectly talk about such practices.

**Glaser and Eynde (1989)** recommended four strategies an organization can adopt to move towards a participative management style i.e., the “top down” approach (a role modeling approach); the “internal” approach in which the starting point to participative management begins from middle order i.e., the “joint labour management” approach; and the “bottom up” approach, involving formation of work structures and problem-solving processes that give employees the means to communicate recommendations for organizational improvements.

**Singh (1989)** conducted a study to identify the variables that affect managerial success. Data were collected on N = 324 managers (aged ranged from 27 to 58 yrs). Criteria for managerial success were number of promotions in the form of career progression and length of service. Results discovered that successful managers were
intelligent, reserved, placid, radical, relaxed, power-oriented, younger, and well-educated. Seven factors associated with managerial success emerged were emotional stability, intrinsic values, anxiety, introversion vs achievement, and conservation vs radicalism.

**Kumara and Koichi (1989)** examined a hypothesis that supportive supervision and co-worker’s social support optimistically affects the employees’ satisfaction with the work climate. Responses of 126 employees were analyzed that supported the hypothesis. Moreover, a significant interaction effect among supportive supervision and job awareness was obtained. This interaction suggests that supportive supervision was very essential in increasing job satisfaction when workers had low level of job awareness.

**Zeffane and Macdonald (1993)** had carried out a survey on $N = 1300$ employees of the Australian telecommunication industry to explore the significance of various aspects of organizational changes, uncertainty, participation, and alienation in the work context. Results revealed that organizational change, participation, and uncertainty have a noteworthy bearing on the feelings of individual’s level of alienation. They also noted that there is a noteworthy impact of participation – in both routine and specially, strategic decisions on these feelings. Moreover, findings indicate that perceived change relates to experience uncertainties, resulting in alienation. Perception of change may include knowledge of change, which in turn relates to clarities/ambiguities about organizational outcomes.

**Hall and Hall (1995)** presented an assessment model that offers a systematic way to evaluate a firm’s growth strategy in the light of human resource implications. The assessment was prepared as a series of questions and includes an evaluation of employee’s knowledge, skills and abilities coupled with their motivation. They suggested that enlarged expectations that are not matched to the industry and to competitive conditions should be adjusted for enhancing motivation.

**Gani and Rainayee (1996)** investigated 50 managers and 150 workers of HMT (Kashmir unit) to examine empirically the policy and practice of HRD in the organization and explored the attitudes and approaches of managerial personnel and workers towards the existing practices of HRD. The results out of this study showed that HRD practices in the organization are ineffective that adversely affected
productivity, morale, job knowledge, and potential development of employees. The top management was found having damp attitude in developing its human resources.

McNabb and Whitfield (1997) tested the hypothesis about the connection between trade unions and the introduction of flexible work system and/or team working and examined the single and joint effect of such work practices and unionism on financial performance. The results indicate that the presence of a closed shop at the work place inhibits the adaptation of flexibility and team working but the presence of a recognized union is beneficial to their introduction. Further the joint effect of union presence and both flexibility and team working on financial performance was affirmative, even though the single effect of union presence was negative.

d’Arcimoles (1997) investigated an empirical longitudinal study on 61 large French companies for the period from 1982 to 1989. Significant correlation was found between profitability or productivity ratios and human resource management indicators. Two major conclusions obtained were: training expenses may have some vital effects on immediate and future economic performance; and some recovery effects of dismissals could also be identified.

Chung (1998) discusses some contemporary trends towards increasing human resource management practices (benefits and services) that effect employees’ non-work lives. Some of the historical contexts of organizations that have influenced employees’ off-the-job lives have been highlighted. The article exposes why employee involvement in employees’ non-work lives has become an imperative issue, and discusses employer influence through human resource management practices on employee non-work lives, particularly in the hospitality industry.

Lee and Stead (1998) presented an overview of human resource development (HRD) in the UK since World War II. They suggested that there is a variety of stakeholders in HRD in the UK and that cohesion of view and approach has varied overtime. There have been three periods (post war structuralization, freemarket entrepreneurialism, and the new labour re-socialization) during which all parties have held a coherent vision.

Wognum (1998) surveyed HRD representatives of companies in 3 economic sectors to study the HRD policy-making processes in these companies. Variables included, in HRD policy-making process are strategic choices about the specific field
content of HRD programs and participating employees, starting points for HRD processes, and distinctiveness of the company and the HRD department. Significant differences in the HRD policy-making process and resulting strategic choices were found between groups and companies. The author argued that findings stress on the significance of further investigation of effective and specific types of HRD policy-making processes within companies. This is vital in order to align HRD programmes to the company’s situation and thus, provide employees with right competencies at the right time to enhance their own performance, the departmental performance and that of company at large. In one another study, Cawley, Keeping, and Levy (1998) examined the association between participation in the performance appraisal process and various employee reactions through the meta-analysis of 27 studies containing 32 individual samples. Findings revealed that overall participation in appraisal was most powerfully related to satisfaction. Here, it becomes evident that performance appraisal process functions – one of the HRD activities is highly related to job satisfaction subsequently lead up enrich QWL feeling.

Mayer and Davis (1999) investigated a 14 month study of employee trust for top management. A 9-month quasi-experiment revealed the fact that the implementation of a more acceptable performance appraisal system increased trust for top management. The three proposed factors of trustworthiness (ability, benevolence, and integrity) mediated the association between perception of the appraisal system and trust.

Mishra, Dhar, and Dhar (1999) conducted a study to test the hypothesis that job satisfaction is a correlate of HRD climate irrespective of the type of industry. Sample was drawn from a manufacturing (pharmaceutical) and a service (banking) industry, each with N=100 respondents. The findings of the study support the hypothesis and suggested that HRD climate denote to overall organizational climate by assisting individual as well as organizational expansion.

Sethumadhavan and Kandula (1999) highlighted that: (i) Training is the most vital tactical tool to facilitate the government departments to anticipate and manage the changes, (ii) Traditional training system (TTS) is an inadequate strategy to supplement the endeavour of government departments in managing change, and (iii) need to substitute TTS with strategic training system (STS) as the later is a
powerful model for managing change and achieving excellence in government departments. The study reveals to the fact that new contemporary be fitting techniques must be adopted for achieving excellence in work. It must be kept in mind that HRD functions are very wide in scope and is a continuous function which weakens resistance to change and strengthens organizational efficiency.

Heijtjes (2000) explores in 2 steps the association between the design of human resource development policies and use of advanced manufacturing technologies. First, the association between advanced manufacturing technologies and changes in the production environment was examined. Second, changes in the production environment were connected to the design of HRM policies. For one, data from 10 Dutch & British companies in the chemical food and drink industries indicated that the use of advanced manufacturing technologies significantly alter the production environment in terms of production, and process flexibility. The strength of the impact, however, differentiated between large batch and mass production on the one hand and continuous process production on the other hand, is dependent on the types of automation methods of manufacturing.

Khatri and Budhwar (2002) examine strategies of human resource management concerns using qualitative approach. Two strategies were connected to the central organizational level constructs of structure and culture. The other three pertain to human resource strategy, human resource competency and human resource outsourcing. The study adopted a multiple case design method, with a view to understanding theory in strategic HR management research. Semi-structured interviews were conducted and obtained results indicated that top management clarification and level of HR competencies together determine the role and status of HR function in organizations and that the companies studied and pursued a few HR strategies - informal and not communicated; formal but not communicated; formal and communicated.

Searle and Ball (2003) examined consistency of organization’s utilization of human resource development (HRD) through recruitment, training and performance management policies to support an enhanced firms’ innovation performance. Representative of 88 industrial organizations accomplished surveys. Through a social psychological perspective, findings were dichotomized in the two diverts areas of the
psychological measurement of innovation and the internal and external integration of destruct Human resource policy elements. Results show that while attaching importance to innovation, the surveyed organizations, failed to consistently translate this importance into coherent human resource policies. Typically, Human resource policy rewarded non-managerial employee for innovation, while managerial staffs were expected to give innovative performance. This consistency is of course resist the blocks the generation of new ideas and their organisation wide implementation.

Petranck (2004) talked of four common constituents which were discovered during the review of design and development of global HRD. Cooperation, collaboration, communication and culture were the four Cs that are considered to be the back-bone of any universal HRD organization. Each section of the four Cs presents the definition, discuss application, and summarize implementation. The opinion of the author is presented in the context of industrial system design to assist understanding the four Cs.

Bhattacharya, Gibbson, and Dolly (2005) hypothesized that elasticity of employees, skills, employee behaviour and human resource development practices represent critical sub dimensions of human resource flexibility and are related to superior firm performance. Results based on perceptual measures of human resource flexibility and book-keeping measures of firms performance support this prediction. On the other hand, skill, behaviour and human resource practice, flexibility and significantly associated with an index of firm financial performance, the authors find that only skill flexibility contribute to cost efficiency.

Shahzad, Bhatti, and Khalid (2007) studied impact of Technological Change on Human Resource Development practices and concentration of influence on different industries and finally comparing the frequency of Practices used by these industries against technological change. They used a single questionnaire comprising over three types of questions. Firstly, it determines the demographics of respondents along with experience, secondly, it determines the Human Resource Development practices, organization normally opt for employee development and lastly, it asks about hinderances organizations face in the way of employee development. In all N = 150 employees were selected from five major industries in Islamabad and Rawalpindi in Pakistan. Organization size, business volume and geographical representation were
taken into consideration. This study explored the human resource development practices of organizations in Islamabad where companies respond swiftly and continuously towards technological changes in order to remain competitive. Findings show that mostly HRD practices were the same among different organizations. However, some differences were found in educational institutions and Telecorin Sector. On-the-job training was reported the most reliable tool for the Human Resource Development. At the end recommendations were given emphasizing on the continuous improvement in opting for the change management.

Swain and George (2007) measured employees’ perception of some of the human resource development (HRD) practices prevailing in the classified hotels in Orissa. Orissa is a state in the eastern India which has been greatly concentrating its developmental efforts at the tourism industry in general and the hotel sector in particular since the early 1980’s. However, the results do not substantiate the quantum of efforts for which many reasons have been projected. A key argument made by critics is that these efforts were lopsided in that they gave undue importance to the marketing function and totally neglected complementary aspects like HRD.

Maw (2009) presented two components of human resource (HR) practices namely, training and information technology which had straight impact on organizational performance. In addition, Zaini, Nilufar, and Syed (2009) have mentioned four HRM practices viz., training and development, team work, HR planning, and performance appraisal which may have positive and significant influence on business performance.

Quresh, Akbar, Khan, Sheikh, and Hijazi (2010) viewed human resource management practices are being progressively considered as major contributory factors in financial performance of organizations. This research study successfully highlights the significance of HRM practices with impact on financial performance of banks (FPB) operating in Pakistan. The major purpose of the study was to find out the relationship between ‘HRM Practices’ and the ‘Financial Performance of Banks’. As sample, 46 scheduled banks were contacted, of which 38 responded. The HRM practices selected for the research study were selection, training, performance appraisal system, and compensation system and employee participation. Empirical evidence was calculated through stepwise regression analysis, Pearson correlation and
descriptive statistics to support theoretical models that link HRM practices with financial performance of banks. The study concluded that all tested variables have a positive impact on financial performance of banks but the major contributory practices were identified selection, training compensation and employee participation.

**Mudor and Tooksoon (2011)** highlighted in their study, the theoretical framework consisting of three human resources management practices (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relations among these variables. Job satisfaction played an important role to employees’ turnover because it leads employees to resign when their job satisfaction was low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. On the other hand, HRM practices and job satisfaction were found negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

**Jose and Mampilly (2012)** found in their study on employees commitment is a major concern in the management circles across the world. The notion is gaining increasing significance among managers and academic circles in India. In spite of its apparent significance, little researches have been undertaken till date for identifying the antecedents of employee engagement. This conceptual paper attempted to define an ‘engaged employee’ as the one who is positive, highly focused on his work, enthusiastic and willing to go an extra mile to contribute to sustainable organizational success on a long term basis. The research article also proposed an affiliation between employees' satisfaction with human resource practices and their level of engagement in the organization. This connection has been explained based on social exchange theory, hence, discusses the significance of employee engagement and its declining levels across the globe. Finally, the study also notices a dearth of research literature in this domain of human resource management in Indian context.

The study conducted by **Bibi, Lanrong, Haseeb, and Ahmad (2012)** reported that job satisfaction of the university employees is very much connected to the human resource management practices. The HRM policies and practices manipulate and affect the performance, and job satisfaction of the university employees. Pakistan is a developing country, and the HRM practices are at immature phase and needs more expansion and growth. The HRM in Pakistani universities is facing many challenges.
and needs more enhancement developing HRM activities and practices into effective ones to improve employee performance and job satisfaction level.

Darongheha, Pashandi, Hooman, and Khanmohammadi (2013) having examined their study put forth suggestions regarding educational industry in Malaysia. They obtained that one of the common troubles in knowledge-based organizations is tendency of expert employees to leave those aspects that have had significant and negative affect on organizational performance. To stop this problem, different scholars have created different concepts such as organizational citizen behaviour, organization commitment, job satisfaction and HR practices. By applying appropriate human resource practices, universities may increase job satisfaction and organizational commitment may affect organizational commitment that and thereby turnover intention.

In the preceding writings related available survey of literature pertaining to HRD practices were described. Now, onward discussion will pertain to another predictors variables viz., “Upward - mobility”. As have already been discussed in Chapter – I the avenues for Upward – mobility in any work organisation play very significant role so for as organisational outcome performance are concerned. Therefore it is also necessary to see the implications of Upward – mobility in the light of studies conducted earlier in this regard.

Upward Mobility Studies

Upward Mobility which has been taken as a predictor variable other than the variables like organization culture and HRD practices. A bit of detail regarding the studies of upward mobility will follow in the proceeding pages.

Hasnin and Behl (1977) examined the relationship between job satisfaction and n-achievement among promoted and non-promoted employees. Out of the total sample of N = 90 upper division clerks, n = 30 newly promoted (group I), n = 30 promoted a few years ago (group II), and n = 30 never-promoted employees (group III), were surveyed by administering n- achievement and job satisfaction measures. The results showed that group - I and group - II employees had almost equal degree of job satisfaction and also somewhat similar degree of n-achievement. On the other
hand, significant difference was obtained between the perception of satisfaction and n-achievement among group I and group II and group III. The study concludes that high n-achievers are likely to be promoted hence, are satisfied with their occupations. It clearly indicates that chances for upward mobility leads to positive work related behaviour.

**Vardi and Hammer (1977)** investigated the rates and directions of interorganizational job mobility and perception of mobility requirements among 298 randomly selected rank and file employees. Findings highlighted that these variables differed by technology. Significant positive relationship of career experiences with expanded interest and effort were found. Positive Mobility experiences also contribute to the job satisfaction.

Similarly, **McEnrue (1989)** examined whether perceived fairness of promotion practices are dependent on principally on the outcome of the decision-making process for employees, the perceived nature of promotion policies and their administration, or both. Researcher studied N=121 managers and assistant managers. The results indicated that managers' judgments on technical components (e.g., competency-based, well defined promotion path) contributed significantly in predicting perceived promotion system, fairness over and above the contribution of distributive variables (e.g., personal opportunities, being by passed, number of promotions received).

In the study conducted by **Brudert, Preisendorfer, and Ziegler (1991)** undertaking the structural factors influencing intra-organizational upward-mobility among N=3,369 blue-collar employees in a large West German Mechanical Engineering Company. Reported that in addition to individual characteristics, other factors e.g. the organizational hierarchy and process of organizational growth and contraction strongly affect workers' chances of advancement. They recommended that examination of such factors and their incorporation into models of intra-organizational mobility can advance the explanatory power of such models while providing insight into the mechanism mediating the effects of individual features of advancement.

**Khan and Azam (1992)** examined the relative significance of performance, personality and socio-environmental factors in managerial promotions as perceived by executives of two organizations belonging to private and public sectors. Data were
collected from executives of both organizations. Results revealed significant differences in the perception of some of the personality qualities, performance and socio-environmental factors in the promotion.

Ross (1994) designed his study to analyze the effect of satisfaction with promotional opportunities, satisfaction with promotion and reward evolution criteria (SWPREC), organizational commitment on job satisfaction and employees’ expressed turnover intention. The sample of the study consisted of 64 internal audit supervisors and 62 non-supervisory professional staff-level auditors (their mean age were 29.8 and 28.5 respectively). Satisfaction with promotional opportunities showed direct positive effect on job satisfaction and indirect effect on turnover intentions for both sample groups. For supervisors, satisfaction with promotion opportunities had both direct and indirect effect on job satisfaction. For staff—level employees satisfaction with promotion and reward evolution criteria had both direct and indirect effect on turnover intentions. It is also suggested that both satisfaction with promotion opportunities and satisfaction with promotion and reward evolution criteria used in the promotion and rewarded system, had to be considered in developing a model of internal auditors’ job satisfaction and turnover intentions.

Burke (1995) carried on a study to investigate perceived benefits of promotion among employees of single large professional services firms. Results revealed that there exists some difference in perception of benefits among men and also between organizational levels. The most significant benefits were increased salary, personal satisfaction and more interesting work. The least frequent benefits of promotion were working with more senior managers, partners and high status persons.

Tang (1997) discovers in his study that the effects of race and gender on professional status and promotions in US science and engineering. Longitudinal data collected during 1982-1989 as part of the 1989 survey on social scientists and engineers consisting of N=38,059 sample. Findings revealed that compared to whites, blacks, and Asians were equally less likely to be a manager in 1982. However, 1982-1989, only Asians (especially females) had a relatively low tendency to be promoted to management Evidence of a race/gender hierarchy in science and engineering was also found.
Luzzi and Fluckiger (1998) discover the promotions in the Geneva Canton of Switzerland in terms of sexual segregation. Data were drawn from both public and private sector organizations of different hierarchical positions. The promotion process was reviewed which demonstrated that greater magnitude was placed on the training and experience acquired by employees, marriage tends to make men more promotable compared to women and intercession of unions seems to be more advantageous for women than men.

Kallenberg and Mastekaasa (1998) investigated in his study to explain the association between an organization’s size and a person’s probability of experiencing inter-organizational mobility (i.e., quits and layoffs) on a sample drawn from a broadly representative panel study of Norwegian organizations and their employees. The findings highlighted that employees of larger establishments in a private sector are less likely to be laid off and to quit their jobs.

Hogan, Rybicki, Motowildlo, and Borman (1998) conducted two studies to find out the association between supervisor’s evaluation of contextual performance and personality characteristics in jobs where opportunities for advancement were either absent or present. The results obtained from these two studies suggested that when there are no opportunities for advancement, employees perform contextual acts because they are conscientious. However, when employees see opportunities for advancement, employees engage in contextual acts because they are ambitious.

Benabou and Ok (2001) stated initiative that the poor do not support high levels of redistribution because of the hope that they or their offspring may make it up the income ladder. This “prospect of upward mobility” (POUM) hypothesis is shown to be completely compatible with rational expectations, and fundamentally linked to concavity in the mobility process. A steady-state majority could even be concurrently poorer than average in terms of current income, and richer than average in terms of expected future incomes. A first empirical assessment suggests, on the other hand, that in recent U. S. data the prospect of upward mobility effect is probably dominated by the demand for social insurance.

Lawnelli and Paterson (2005) reported high absolute rates of mobility which were driven by structural change in the labour market, most remarkably the expansion of professional occupations. The expansion of professional jobs and the tightening of
manual jobs, together with educational expansion and comprehensive reforms, have enabled a large number of working class children to enter professional and managerial occupations. Education has aided upward mobility. However, education has not increased social fluidity i.e., it has not reduced the gap between social classes for having chance of entering the top-level occupations. This is because the highest social classes continue to maintain an advantage in the acquisition of the highest educational credentials. The two freshest cohorts in our dataset have witnessed a halt in upward mobility. This has been led by stagnation in the number of professional and managerial occupations available and by a “natural” limit reached in the possibility of being achieved upward positions provided that their parents have already reached to the top of the class ladder.

In view of Lawnelli and Parerson, (2005) there are achievable scenarios for the future. One is that educational expansion continues so that inequalities do start to fall significantly. This would happen if attainment among the most privileged classes reached a plateau with little opportunity for any further rise. So, overall expansion in education at this level would be likely to profit people of lower - class - origin disproportionately and hence, inequality would fall. If recruitment into the labour market remains broadly meritocratic, then that would, in due course, lead to an increase in social fluidity. That would be the optimistic scenario. The negative one would concern what might happen to educational policy in these similar circumstances. There might also be political pressure to differentiate attainment at the top end. An illustration of this would be differentiating between the statuses of particular higher education institutions, perhaps by charging differential fees; the best labour market rewards might then go to graduates from the highest-status universities, populated by the most middle-class students. In such circumstances, social fluidity would at best remain unchanged and could start to worsen for the first time in at least half a century.

The above study has very clearly pointed out that educational inequalities still in the present modern age have kept rich richer and poor poorer in the modern world of work in terms of career – progression. There may be few exceptions but these cannot be taken for generalization. However, it is suggested that skill and performance should always be given as important criterion for rewarding promotion, keeping other things constant.
Overall picture of the available survey of literature highlight that the present piece of research endeavours on “influence of perceived organisational culture, upward mobility and organisation’s HRD practices on employee’s perceived QWL and work identification” have never been studied in the same fashion specially in the Indian context undertaking the sample population of engineers working in Kashmir valley. Therefore in the absence or paucity of similar research investigation, the present study definitely would have filled the void of knowledge in the area of research.

A bird’s eye view of the available survey of literature speak to the fact that all the variables which have been taken in present investigation have been studied independently in relation to other variables but these have never been studied with the same configuration.

Moreover, such type of research has not been conducted in Indian context especially, the engineers working in Kashmir Valley. Therefore, the present research is unique that fills the void of knowledge in the discipline of organizational behaviour for improving employees work efficiency as well as organisational effectiveness.