

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)]

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 2592 Cities in 161 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A STUDY OF CUSTOMER SATISFACTION FOR IDEA CELLULAR IN EASTERN RAJASTHAN <i>DR. KAVALDEEP DIXIT & NEHA JAIN</i>	1
2.	AN EMPIRICAL STUDY ON EMOTIONAL INTELLIGENCE OF GENERATION X MANAGERS <i>DR. S. GANESAN & DR. R. KRISHNAMURTHI</i>	10
3.	STUDY ON SOURCES OF FUND OF PRIMARY CO-OPERATIVE AGRICULTURE AND RURAL DEVELOPMENT BANKS IN COMPOSITE TO THANJAVUR DISTRICT <i>DR. K. RAMAKRISHNAN & S.SOUNDARANAYAH</i>	13
4.	ETHICAL, LEGAL AND SOCIAL RESPONSIBILITY IN TOURISM BUSINESS <i>SUBODH KUMAR MISHRA</i>	16
5.	A STUDY OF FDI AND INDIAN BANKING <i>DR. G. S. GAUD & DR. GIRISH KUMAR PAINOLI</i>	20
6.	RELATIONSHIP BETWEEN TRADE AND FDI: EVIDENCE FROM FOOD PROCESSING SECTOR IN INDIA <i>DR. ASHISH MANOHAR URKUDE & PRAVIN JADHAV</i>	24
7.	EMPLOYEE PERFORMANCE APPRAISAL IN CEMENT INDUSTRY: A CASE STUDY OF ACC LIMITED, WADI, GULBARGA DISTRICT <i>DR. A. P. HOSMANI & SHAIKH TABASSUM HAMEED</i>	30
8.	SCIENTIFIC INPUT FOR THE TRAINERS OF HRD PRACTITIONERS IN SOFTWARE INDUSTRY <i>P. SURJITH KUMAR & DR. N. PANCHANATHAM</i>	34
9.	TO STUDY MARKETING STRATEGIES FOR CAR LOANS CUSTOMERS: A COMPARATIVE STUDY OF PUBLIC SECTOR BANKS AND PRIVATE SECTOR BANKS WITH SPECIAL REFERENCE TO MEERUT, U. P. <i>ADITI SHARMA & DR. SUDHINDER SINGH CHOWHAN</i>	39
10.	FINANCIAL ANALYSIS OF INDIAN OIL CORPORATION LIMITED <i>PAWAN KUMAR, DR. V. K. GUPTA & DR. ANIL KUMAR GOYAL</i>	46
11.	PERCEIVED PERFORMANCE APPRAISAL EFFECTIVENESS AND ITS IMPACT ON ACADEMIC STAFF ORGANISATIONAL COMMITMENT TURNOVER INTENTION: A CONCEPTUAL MODEL <i>DR. A KUMUDHA & J. BAMINI</i>	53
12.	A STUDY ON EMPLOYEE WELFARE ACTIVITIES IN RASHTRIYA ISPAT NIGAM LIMITED VISAKHAPATNAM STEEL PLANT <i>RAKHEE MAIRAL RENAPURKAR</i>	57
13.	A STUDY ON AWARENESS OF MOBILE MARKETING IN VELLORE DISTRICT <i>DR. M. RAGURAMAN, R. VEERAPPAN & ANGELO JOSEPH</i>	63
14.	ROLE OF SELF-HELP GROUPS IN MOVEMENT OF SOCIO-ECONOMIC AND POLITICAL TRANSFORMATION: A CASE STUDY IN PURBA MEDINIPUR DISTRICT <i>SIDDHARTHA CHATTERJEE</i>	67
15.	WOMEN EMPOWERMENT THROUGH SELF HELP GROUP: A STUDY <i>PREETI SONI</i>	76
16.	IMPACT OF OUT OF BOX ADVERTISING IN INTERNET ON ATTENTION, RETENTION AND PURCHASE INTENTIONS <i>S N KUMAR & ANUPAMA SUNDAR</i>	79
17.	THE EFFECT OF DISCLOSURE QUALITY ON STOCK TURNOVERS OF ACCEPTED COMPANIES IN TEHRAN STOCK EXCHANGE <i>AKRAM DAVOODI FAROKHAD & SAYED NAJIB ALLAH SHANA EI</i>	82
18.	EFFICIENT COMMUNICATION FOR EFFECTIVE SUPERVISORS <i>DR. VIDHU GAUR</i>	87
19.	THE IMPACT OF CAPITAL STRUCTURE ON MICRO FINANCE INSTITUTION PERFORMANCE: EVIDENCE FROM ETHIOPIA <i>GEMECHU FEYISSA GUDU</i>	91
20.	A STUDY ON PUBLIC BUDGET MANAGEMENT OF HIV/AIDS INTERVENTION <i>NURUL DWI PURWANTI</i>	96
21.	A STUDY OF POVERTY ERADICATION IN INDIA: NATIONAL POLICIES, PLANS AND PROGRAMS <i>DR. SANJAY KUMAR CHOURASIYA</i>	101
22.	A STUDY ON UNDERSTANDING OF RURAL CONSUMER BEHAVIOUR IN INDIA <i>SUCHI K. PATEL & ZARNA M. PATEL</i>	106
23.	ENVIRONMENT FOR WOMEN ENTREPRENEURS IN INDIA <i>JAINENDRA KUMAR VERMA</i>	108
24.	WATER RESOURCES AND TOURISM PROMOTION: A CASE STUDY OF HYDERABAD <i>JAYAPRAKASH NARAYANA G</i>	110
25.	A STUDY ON EMPLOYEES' ATTRITION IN BPO SECTOR WITH SPECIAL REFERENCE TO CHENNAI CITY <i>B.LATHA</i>	113
26.	ANALYSIS OF GROWTH & CHALLENGES FACED BY MANAGEMENT EDUCATION IN INDIA: A CRITICAL REVIEW OF LITERATURE <i>HIMANI RAVAL</i>	118
27.	LEARNING AND DEVELOPMENT IN INFORMATION TECHNOLOGY (IT) COMPANIES <i>SIRISHA DAMARAJU</i>	121
28.	WOMEN ENTREPRENEURS' DEVELOPMENT THROUGH TRAINING AND EDUCATION IN INDIA <i>JAINENDRA KUMAR VERMA</i>	123
29.	INTEREST RATE FLUCTUATIONS AND FINANCIAL OUTCOMES OF BANKING SECTOR: A CASE STUDY OF PAKISTAN <i>ASAD ZAMAN, AMMAR ALI GULL, REHAN NASIR, MUHAMMAD BILAL, YASIR PERVAIZ, MUHAMMAD ASIM RIAZ & MUBASHER ASHRAF</i>	125
30.	PEOPLE MANAGEMENT PRACTICES: A POTENTIAL TOOL FOR ORGANIZATIONAL PERFORMANCE <i>SANTOSH V BILGUNDI, KIRAN KUMAR M & AKSHAY PAI R</i>	130
	REQUEST FOR FEEDBACK	134

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
Chancellor, K. R. Mangalam University, Gurgaon
Chancellor, Lingaya's University, Faridabad
Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), GuruGobindSinghI. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.GovernmentCollege, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VITUniversity, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, MaharshiDayanandUniversity, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. info@ijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled '_____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

PEOPLE MANAGEMENT PRACTICES: A POTENTIAL TOOL FOR ORGANIZATIONAL PERFORMANCE**SANTOSH V BILGUNDI****STUDENT****JSS CENTRE FOR MANAGEMENT STUDIES****MYSORE****KIRAN KUMAR M****STUDENT****JSS CENTRE FOR MANAGEMENT STUDIES****MYSORE****AKSHAY PAI R****STUDENT****JSS CENTRE FOR MANAGEMENT STUDIES****MYSORE****ABSTRACT**

The People Management Practices acts as the main tool in establishing the performance of an organization for any firm. This research work aims to investigate the impact of the People Management Practices on the Organizational Performance at TOYOTA Motor Corporations Factory. The statistical population consists of the shop floor workers at the Toyota Motor Corporation Factory, Bidadi, Bangalore. This research sample involves the 120 shop floor workers between the age group from 21 years to 50 years and above, these 120 shop floor workers are selected based on Convenience Sampling Method at the Toyota Motor Corporations Factory, Bidadi, Bangalore. The data was collected by the author made structured questionnaire method. According to the research conceptual model the relationship between the People Management Practices practiced by the organizations and the Organizational Performance was investigated by using the Correlation Analysis and relative tests, this results show the positive and a significant relationship between the People Management Practices on the Organizational Performance.

KEYWORDS

People Management Practises, Organization Performance, Employee Satisfaction and Human Resource Management.

1. INTRODUCTION

Empirical research studies have found a significant relationship between People Management Practices and Organizational Outcomes such as Employee Turnover, Productivity, Quality, Sales, Profits, Return on Investment and Market Value. Direct linkage between HRM practices and organizational financial performance has always been a matter of concern in HRM research. Critics in Strategic HRM are of the view that the causal linkage has to be established between HRM practices and more proximal HR outcomes rather than operational and financial performance states that higher-level outcomes, viz. operational performance and financial performance, are influenced by the increasing complexity of factors. While attempting to establish a direct relationship between HRM practices and Organizational Performance parameters, there could be a possibility of ignoring all practices that did not have a direct connection with Organizational Performance. Even in the absence of direct relationship, there might be some practices that significantly contribute to organizational success through the intervening process. This demands the identification of the intervening process that links HRM Practices with Organizational Performance.

2. LITERATURE REVIEW

Christopher. J. Collins, Kevin. D. Clark, has developed a model on Strategic HR Practices, Top Management Teams Social Networks and Firm Performance, To explore the black box between human resources (HR) practices and firm performance. Specifically, we examine the relationships between a set of network-building HR practices, aspects of the external and internal social networks of top management teams, and firm performance, and by using Means, SD, Correlation and Regression. It suggests that specific and general HR practices affect firm performance in different ways-specific practices seem to affect performance by building and reinforcing a specific employee-based capability, whereas general practices may affect performance more broadly through other factors such as employee skills or motivation also provides evidence that both external and internal networks serve as important informational resources for high-technology firms. A.K. Paul and R.N. Anantharaman, has developed a model on Impact of people management practices on organizational performance: analysis of a causal model, Indian software companies, is an attempt to develop and test a causal model linking HRM with organizational performance through an intervening process. To sum up, although there are forty paths, originating from HR practices, to organizational financial performance, no single HR practice directly affects financial performance, but every HRM practice influences financial outcomes indirectly through one or more intervening variables and operational performance dimensions. This calls for an integrated approach to linking HRM practices with organizational performance. Mere focus on direct HRM-performance linkage may not reveal the mechanism through which HRM system operates. It calls forth a wider vision to see the big picture and the interdependence and interrelationship among HRM practices, intervening variables, operational performance parameters and financial performance. Sandeep Krishnan and Manjari Singh, has developed a model on strategic human resource management: three-stage Process and influencing organisational factors, A three-stage model for the process of strategic human resource management is developed in this paper. The three stages cover strategy formulation, implementation and evaluation. The inter-linkages in this dynamic model have been explored. The organisational factors that have enabling or deterring influence on the success of each of these three stages have been discussed. The paper highlights the key role played by HR professionals in these three stages. The model provides all the interactive linkages present in the process of SHRM, thus giving a comprehensive picture of this complex and dynamic process. The effectiveness of the process lies in giving due importance not only to each stage but also to each linkage. The process of SHRM cannot be implemented in a piecemeal manner. Anything less than the complete process described in the model increases the possibility of failure. Organisations can no longer ignore the necessity of an integrated three-stage process for SHRM that should at least include: Efficient and inter-linked HRM systems linked to business strategy and Monitoring mechanisms to identify and correct any sort of misalignment. Richard W, Beatty and Craig Eric Schneier, has developed a model on the New HR roles to impact organizational performance from "PARTNERS" to "PLAYERS" To critically examine the New HR roles that would make HR managers from partners to players. HR's Cultural and Transformational Role New HR roles are A high leverage play for HR, Merger and Acquisitions, M&A failures: Inadequate HR Due Diligence, The role of Intellectual capital assessments in M&A Work, HR's Role in Preacquisition, HR's Role in Proacquisition. Edward e. Lawler iii susan a. Mohrman, has developed a model on hr as a strategic partner: what does it take to make it happen? Advanced IT-based systems can off-load transactional tasks, freeing up HR professionals for more value-adding roles. More importantly, they offer the potential for HR to collect and analyze data to yield knowledge about

the effectiveness of various HR approaches and about the feasibility of various strategic paths given the human capital of the firm. Rūta Kazlauskait, Ilona Bučiūnien, has developed a model on The Role of Human Resources and Their Management in the Establishment of Sustainable Competitive Advantage of Human resources and human resource management, as well as their role in the creation and sustainability of competitive advantage. It can be said that both human resources and their management, especially when used in combination, may be viewed as value adding to the organisation in its attempts to meet the challenges of highly volatile global business environment, and also the source of organisational competitiveness resides within the firm.

3. SCOPE OF THE STUDY AND RESEARCH OBJECTIVES

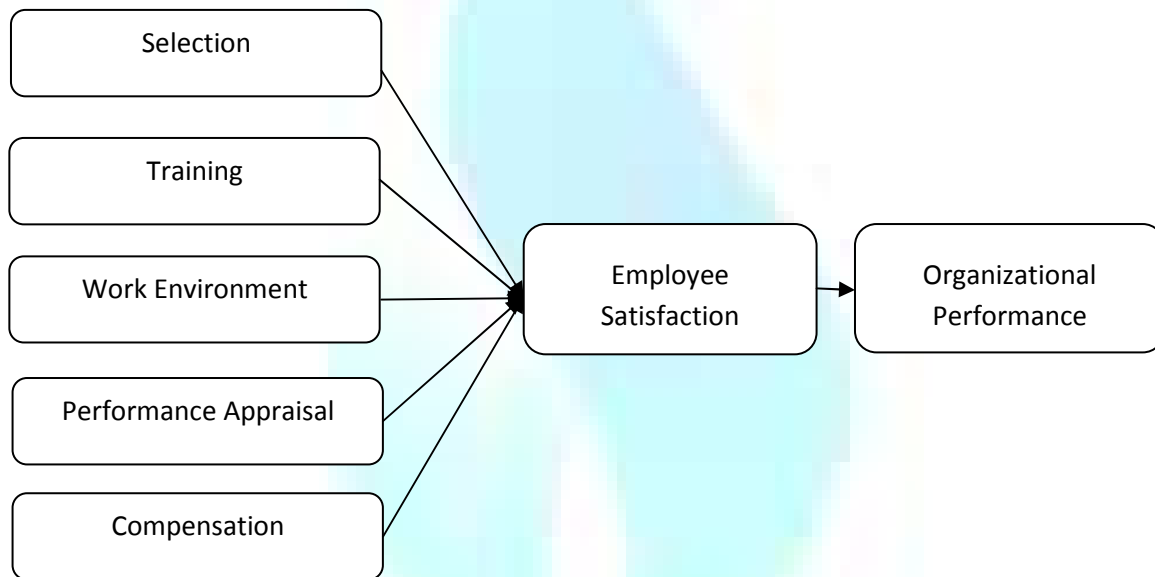
The impact of Human Resource Management (HRM) practices popularly known as HR practices on Organizational Performance and Employee Attitudes has been a leading area of research in the developed world for years. But surprisingly, very limited number of studies has been conducted on HR practices in the context of developing countries in general. This study has been conducted to fill the existing research gap and to explore the relationship between HR practices and Organizational Performance in the context of manufacturing firm. Academicians, researchers, policy-makers, practitioners, students, local and foreign entrepreneurs of India and other developing countries could benefit from this study by exploring the association between HR practices and Organizational Performance. This study would augment the contemporary research and practice of Human Resource Management. Furthermore, it would also be useful for the developed countries as they find developing countries as attractive places for investment due to their large markets, and cheap and skilled workforces. The research objectives are as follows;

1. To address the association between HR practices and Organizational Performance.
2. To identify the impact of HR practices on Organizational Performance.
3. To suggest some measures in order to enhance the HR practices of the selected industrial enterprises.

4. CONCEPTUAL MODEL AND HYPOTHESES

The following Conceptual Model is proposed for the study of relationship between HR Practises and Organizational Performance.

FIGURE 1: RESEARCH CONCEPTUAL MODEL



4.1 HYPOTHESES

- H1 Recruitment and Selection positively influences Employee Satisfaction.
- H2 Training and Development positively influences Employee Satisfaction.
- H3 Performance Appraisal positively influences Employee Satisfaction.
- H4 Compensation positively influences Job Satisfaction.
- H5 Work Environment positively influences Employee Satisfaction.
- H6 Employee Satisfaction positively influences Organizational Performance.

5. RESEARCH DESIGN AND METHODOLOGY

This research is Empirical and Correlation. Human Resource Practices are Independent Variables and Organizational Performance is Dependent Variable. The authoritative articles were used for preparation and offering theoretical principles and research records and field method was employed for data collection and test of hypotheses. In a pilot study the questionnaires were distributed among 30 employees and the variance estimated and the sample was calculated which is 120. The statistical population consists of employees working in Toyota Manufacturing Plant in Bidadi, Bangalore. The study uses Primary Data. The data were collected by the author made Structured Questionnaire and analyzed using Five-Point Likert Scale. To examine the relationship between HR Practices and Organizational Performance, this study analyzed the chosen variables using the SPSS software package. To evaluate the reliability of the questionnaire the factorial analysis was employed as main components. At first, the reliability tests of using factorial analysis were investigated for each variable. The results of Kayerz-Mayer and Bartelt tests showed that the factorial analysis is justifiable. In this analysis the questions by less factorial components were omitted and the final questionnaire consisting of 40 questions was analyzed. For survey on validity the Cronbach’s alpha was calculated for each question.

TABLE 1: THE RESULTS OF KMO, VARIABLES FACTORIAL ANALYSIS AND ALPHA COEFFICIENT

Variables	KMO measure of Sampling Adequacy	Cumulative Extraction Sums of Squared Loadings (%)	Cronbach’s Alpha
Recruitment and Selection	0.851	78.300	0.941
Training	0.846	80.276	0.945
Work Environment	0.888	79.130	0.932
Performance Appraisal	0.851	80.301	0.936
Compensation	0.834	76.587	0.912
Employee Satisfaction	0.900	78.760	0.931
Organization Performance	0.816	83.276	0.955

6. ANALYSIS AND DATA INTERPRETATION

Hypotheses were tested in order to analysis of data. Correlation analysis is the best and powerful analysis method in behavioral and social sciences. Concurrent analysis of dependent and independent variables is the characteristics of multivariable analysis. The research conceptual model was proposed as theoretical model. In this model Organization Performance is dependent variable and HR Practices are independent variables. The theoretical model and the data collected by questionnaire were tested by SPSS Software in order to evaluate the level of support of the proposed model. The Correlation Analysis is criterion of acceptance and rejection of the relationship between independent and dependent variables in hypotheses. As a result the hypotheses with negative correlation co-efficient were non-significant and they were rejected. The conceptual model was evaluated according to the research data and all 6 hypotheses were accepted. The results are summarized in the following table. Correlation coefficient is positive among all dimensions, thus there is a positive relationship among HR Practices, Employee Satisfaction and Organization Performance.

TABLE 2: CORRELATION ANALYSIS

Variables	VAR 1	VAR 2	VAR 3	VAR 4	VAR 5	VAR 6	VAR 7
1. Recruitment and Selection	1	0.767**	0.813**	0.507**	0.804**	0.802**	0.802**
2. Training	0.767**	1	0.874**	0.790**	0.880**	0.861**	0.884**
3. Work Environment	0.813**	0.874**	1	0.724**	0.752**	0.987**	0.813**
4. Performance Appraisal	0.507**	0.790**	0.724**	1	0.779**	0.711**	0.885**
5. Compensation	0.804**	0.880**	0.752**	0.779**	1	0.740**	0.871**
6. Employee Satisfaction	0.802**	0.861**	0.987**	0.711**	0.740**	1	0.976**
7. Organization Performance	0.802**	0.884**	0.813**	0.885**	0.871**	0.976**	1

** Correlation is significant at the 0.01 level (2-tailed).

TABLE 3: IMPLICATIONS OF CORRELATION ANALYSIS

Hypothesis	Description	Correlation Coefficient	Sig. (2-tailed)	Acceptance/ Rejection
H1	Selection → Employee Satisfaction	0.802	0.00	Accepted
H2	Training → Employee Satisfaction	0.861	0.00	Accepted
H3	Performance Appraisal → Employee Satisfaction	0.711	0.00	Accepted
H4	Compensation → Employee Satisfaction	0.740	0.00	Accepted
H5	Work Environment → Employee Satisfaction	0.987	0.00	Accepted
H6	Employee Satisfaction → Organization Performance	0.976	0.00	Accepted

7. FINDINGS AND CONCLUSION

The Correlation Analysis is criterion of acceptance and rejection of the relationship between independent and dependent variables in hypotheses. Hypothesis 1 is proved with correlation coefficient 0.802. Hence it can be said that Selection process has significant influence on Employee Satisfaction. Rigorous selection process through written tests, programming tests and interviews help the recruiter to identify talented candidates and this process makes sure that only competent people get into the organization. The focus in the selection process is the critical dimension of learn-ability, a candidate’s ability and willingness to learn. Induction into the company, in the form of an initiation or socialization program, can sow the seed of teamwork and customer orientation that has to be matured in the continued interaction with organizational members and events. A value-based induction process touches upon the organization’s mission, values, business details, customers, the expectations of the employees from the company and this in turn helps to build up an emotional bond with the company and members.

Hypothesis 2 is proved with the correlation coefficient 0.861. Hence there is significant relationship between Training and Employee Satisfaction. It might look paradoxical to find that Training does not add to the Employee Satisfaction, but enhances employee productivity. Training programs, in general, did not add much to the Employee Satisfaction of the employee because they were more task or project-based rather than being focused on employee development. Since the focus is on project completion and delivery, enhancing employee satisfaction takes a back seat. The fact that training enhances employee productivity is consistent with prior studies. It is true that project-based coaching helps the employee complete the project in hand faster and this adds to the average employee productivity level of the organization.

Hypothesis 3 is also proved with the correlation coefficient 0.711. Hence Performance appraisal has a significant relation to Employee Satisfaction. Performance appraisal also influences the employee satisfaction, organizational commitment and customer orientation of employees. Their technical skill is evaluated in the appraisal process through the results attained. Organizational commitment arises out of the way appraisal is done. If appraisal is just to make sure that company objectives are met, it may not add to organizational commitment. Employee participation in the appraisal process, equity, fairness and justice will add to organizational commitment. Customer orientation enhancement arises out of the product development phase. Performance appraisal is an opportunity for both the organization and the individual employee to review his current level of knowledge, identify the gaps and take necessary steps to enhance his competence. Performance appraisal, which is again linked to the rewards and other benefits, motivates the employee to update his knowledge and skills. The appraisal system that balances the growth interests of both the employees and organization will result in higher commitment by the employee, which might result in achieving organizational goals. Career development, which shows company’s interest in the growth of the employee, has a direct influence on an employee’s commitment to the organization, which in turn affects employee retention and employee productivity and finally results in increased Employee satisfaction.

Hypothesis 4 is also proved and hence Compensation is the factor which significantly influences the Employee Satisfaction. Although compensation is a major cost in the many companies, compensation practices have a significant effect on employee satisfaction. This reveals that a well-designed compensation system can enhance employee satisfaction. It might be through enhancing the commitment of employees to contribute more to the organization. Compensation which involves both quantity and quality dimensions in the framing of the compensation package, communicating to employees and the way compensation is disbursed, affects the organizational commitment. Many previous studies found compensation and rewards to be the major factor deciding the organizational commitment of employees. Compensation might be a major criterion for choosing an organization, but, once they are part of the organization, employees look for vertical and horizontal growth in the organization.

Hypothesis 5 is proved with the correlation coefficient 0.987. Hence Work Environment has significant influence on Employee Satisfaction. Work Environment significantly influence employee satisfaction. Work environment is also an important factor that enhances the competence of the employee. A social environment with an informal culture and a strong bond among members through knowledge sharing enhances the satisfaction of the employees in the organization. A social environment that promotes the free flow of information and informal culture builds up strong teams and attachment among team members. Social environment dimensions such as flexible timing, encouraging employee feedback and suggestions, open information sharing about company’s performance and future plans create a sense of attachment and synergistic working relationship among workers. An environment that promotes constant interaction with the customers of the organization helps enhance customer orientation. The physical infrastructure and support services, along with an informal

culture and communication, bind the members into an organizational family. Such a strong bond might keep members attached to the organization and working for its success. As all the dimensions of the HR Practices have significant influence on Employee Satisfaction it can be said that HR Practices have significant influence on Employee Satisfaction. Among all the Practices of HR, Compensation and Performance Appraisal have significant influence on Employee Satisfaction. As the correlation coefficient between Employee Satisfaction and Organizational Performance is high with 0.976, it can be concluded that HR Practices in an organization have significant influence on Employee Satisfaction, which in turn enhances Organizational Performance.

8. SCOPE FOR FURTHER STUDIES

Future research should focus on generating and testing new models to arrive at more reliable causal linkages in various industry settings. Even though there might not be a direct causal relation with employee satisfaction, different HR practices might indirectly influence employee satisfaction. If we ignore the process on our way to establish relationship between HRM practices and satisfaction parameters, we may arrive at false conclusions. Many such relations need not be causal, but spurious or unexplained. Hence it is high time that we tested relevant models of HRM–performance linkage to identify the value-adding process in the HRM system in the context of satisfaction outcomes.

REFERENCES

1. Agarwal, R. and Ferratt, T.W. (1999) Coping with Labor Scarcity in IT: Strategies and Practices for Effective Recruitment and Retention. Cincinnati, OH: Pinnaflex.
2. Agrawal, N.M. (1999) 'Managing Knowledge Workers: Benchmarking Indian IT Organizations', *Management Review*, June: 81–92.
3. Alvarez, K.M. (1997) 'The Business of Human Resources', *Human Resource Management*, 36: 9–15.
4. Angle, H. (1983) 'Organizational Commitment: Individual and Organizational Influences', *Sociology of Work and Occupations*, 10: 123–46.
5. Balachandar, N. and Anantharaman, R.N. (1996) 'A Causal Model of Organizational Commitment', *Journal of Psychological Researches*, 40: 17.
6. Barney, J. (1991) 'Firm Resources and Sustained Competitive Advantage', *Journal of Management*, 17: 99–120.
7. Barney, J.B. and Wright, P.M. (1997) 'On Becoming A Strategic Partner: The Role of Human
8. Curtis, B., Hefley, W.E. and Miller, S. (1995) *People Capability Maturity Model*. Pennsylvania: Pittsburgh Software Engineering Institute, Carnegie Mellon University.
9. Delaney, J.T. and Huselid, M.A. (1996) 'The Impact of Human Resource Management Practices on Perceptions of Organizational Performance', *Academy of Management Journal*, 39: 949–69.
10. Delery, J. (1998) 'Issues of fit in strategic human resource management: Implications for research', *Human Resource Management Review*, 8.
11. Delery, J.E. and Doty, D.H. (1996) 'Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions', *Academy of Management Journal*, 39: 802–35.
12. Deshpande, R., Farley, J.U. and Webster, F. (1993) 'Corporate Culture, Customer Orientation, and Innovation in Japanese Firms: A Quadrad Analysis', *Journal of Marketing*, January: 23–7.
13. Dyer, L. and Reeves, T. (1995) 'Human Resource Strategies and Firm Performance: What do we know and Where do we need to go?', *International Journal of Human Resource Management*, 6: 656–570.
14. Dyer, L. and Shafer, R.A. (1998) 'From human resource strategy to organizational effectiveness: Lessons from research on organizational agility', Working Paper, 12: School of Industrial and Labor Relations, Cornell University.
15. Elmore-Yalch, R. (1998) *A Handbook: Integrating Market Research into Transit Management*. Washington: National Academy Press.
16. Ferris, G.R., Arthur, M.M., Berkson, H.M., Kaplan, D.M., Harrell-Cook, G. and Frint, D.D. (1998) 'Toward a social context theory of the human resource management–organization effectiveness relationship', *Human Resource Management Review*, 8: 235–64.
17. Igbaria, M. and Greenhaus, J.H. (1992) 'Determinants of MIS employees' Turnover intentions: A Structural Equation Model', *Communication of the ACM*, 35: 35–49.
18. Jackson, S.E., Schuler, R. and Rivero, J.C. (1989) 'Organizational characteristics as predictors of personnel practices', *Personnel Psychology*.
19. Jaworski, B. and Kohli, A. (1993) 'Market orientation: Antecedents and Consequences', *Journal of Marketing*, July: 53–70.
20. Kaplan, S.R. and Atkinson, A.A. (2001) *Advanced Management Accounting*. Delhi: Pearson Education Asia.
21. Khatri, N. (2000) 'Managing Human Resources for Competitive Advantage: A Study of Companies in Singapore', *International Journal of Human Resource Management*, 11: 336–65.
22. Lau, R.S.M. and May, B.E. (1998) 'A Win-Win Paradigm for Quality of Work Life and Business Performance', *Human Resource Development Quarterly*, 9: 211–26.
23. Lengnick-Hall, M. and Lengnick-Hall, C.A. (1999) 'Expanding Customer Orientation in the HR Function', *Human Resource Management*, 38: 201–14.
24. Levitt, T. (1980) 'Marketing success through differentiation of anything', *Harvard Business Review*, 58: 83–91.
25. MacDuffie, J.P. and Krafcik, J.F. (1992) 'Integrating Technology and Human Resources for High Performance Manufacturing: Evidence from the International Auto Industry'. In Kochan, T.A. and Useem, M. (eds) *Transforming Organizations*. New York: Oxford University Press.
26. 'Manufacturing Strategy and Firm Performance', *Academy of Management Journal*, 39: 836–66.
27. NASSCOM–McKinsey (2000) *Indian Directory for IT-Enabled Services*. New Delhi: National Association of Software and Service Companies.
28. Ngo, H., Turban, D., Lau, C. and Lui, S. (1998) 'Human resource practices and firm performance of multinational corporations: influences of country origin', *International Journal of Human Resource Management*, 9: 632–51.
29. Turbin, M.S. and Rosse, J.G. (1992) 'Staffing issues in the high technology industry'. In Balkin, D.B. and Gomez-Mejia, L.R. (eds) *New perspectives on compensation*. New Jersey: Prentice Hall.
30. Ulrich, D. (1997) 'Measuring Human Resources: An Overview of Practice and a Prescription for Results', *Human Resources Management*.
31. Wagner, F.R. and Morse, J.J. (1975) 'A Measure of Individual Sense of Competence', *Psychological Reports*, 36: 451–9.
32. Welbourne, T. and Andrews, A. (1996) 'Predicting Performance of Initial Public Offering Firms: Should HEM Be the Equation?', *Academy of Management Journal*, 39: 839–919.
33. Welsch, H.P. and La Van, H. (1981) 'Interrelationships between Organizational Commitment and Job Characteristics, Job Satisfaction, Professional Behaviour and Organizational Climate', *Human Relations*, 34: 1079–89.
34. Wynekoop, J.L. and Walz, D.B. (2000) 'Investigating traits of top performing software developers', *Information Technology & People*, 13(3).
35. Yeung, A.K. and Berman, B. (1997) 'Adding Value through Human Resources: Reorienting Human Resource Measurement to Drive Business Performance', *Human Resource Management*, 36: 321–35.
36. Youndt, M.A., Snell, S.A., Dean, Jr, J.W. and Lepak, D.P. (1996) 'Human Resource Management.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail i.e. infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

