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MEDIATING ROLE OF EMPLOYEE RELATIONSHIP MANAGEMENT BETWEEN PERCEIVED TRAINING AND DEVELOPMENT AND EMPLOYEES PRODUCTIVITY

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ABSTRACT

In today's fast changing business environment, sustaining employee's performance is becoming increasingly important for organizational growth and performance. Employees training become vital for maintaining their performance and future challenges. A positive employee relations climate creates a social atmosphere, which improve training outcome and encourages high employee involvement and an employee-centered culture for better productivity. In response, employees feel comfortable and contribute positively to organizational performance. Present research work tries to explore the mediating effect of employee relationship management practice on employees training and their perceived outcome. In a survey of 217 employees engaged in some selected organization in Dehradun, it was observed that ERM practices mediates between employees training and their perceived outcome. Some of the suggestions based on the study is also presented in the study.

KEYWORDS

employees relationship management, employee training, organisational performance, business environment social atmosphere.

INTRODUCTION

In the fast changing business scenario, the employee job performance has become one of the most important factors for firm productivity. In the current economic and financial crisis knowing the factors that generate success and the ways in which it can be measured has a critical importance for the management. Each performance indicators are designed to provide information on the quality of processes performed within an organization offering support to achieve the objectives on time and within a predetermined budget. But, to fulfill this role is necessary to understand their full and proper use. No business scenario can guarantee economic stability, and the ability to control organizational performance during a financial crisis becomes more difficult. An organization in difficulty must be able to identify those measures that enable it to respond effectively to new problems to adapt as quickly as possible to changes in the business environment. In the last one decades, Indian industrial organization is witnessing a new dimension of relationship in the employer and employee ecosystem. The employee has become a more informed customer. Employee is driven by his perception of a specific brand/organisation. But the organisation is driven by reality. Their interaction reaches realization when individual aspiration helps the organisation's perception. The Knowledge regarding the possible association between employer-employee relationship and job performance would help management in designing the system for better productivity for the company through increased job performance.

REVIEW OF RELATED LITERATURE AND HYPOTHESIS DEVELOPMENT

An organization is really a complex system that has no physical body of its own, so if an employee is to feel a sense of support, it will result from interactions with other individuals within the company. Supervisors act as the face of the organization, giving employees feedback and advocating on behalf of their company. Effective managing involves the managing relationship with the employees through effective communication so that employees understand instructions and management intentions. In the absence of understanding intentions, managerial efforts can become ineffective, or even counterproductive. Brown and May (2012) shows training sessions in series by leaders of the groups in which they explain how action plans should be implemented. He says that this development program must not be done to anyone but for everyone. One must not expect radical overnight changes through training but one must give their best effort in its adoption. In a large manufacturing setting, training results in productivity. An intensive yearlong development and training program resulted in significant increase in job satisfaction and productivity which leads to an overall effect in organizational performance. The extent to which T&D contributes in developing the good managers, it will positively impact the performance of the organization (Nikandrou et al., 2008). Previous literature also highlights that whenever HR practices are used in conjunction with each other their results are more fruitful. But this study is more focusing on impact of training on firm performance. The global competition intensified the importance of training and development which is a key process of ensuring employee skill, knowledge, behavior, attitude and enhancing employee performance for achieving organizational goals (Nikandrou et al., 2008). It is also found that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and nonfinancial performance of the organizations (Thang and Buyens, 2008). Better employer and employee relationship make the training and development more effective in achieving higher employee's satisfaction and contribution toward higher firm performance.

TRAINING AND DEVELOPMENT AND EMPLOYEES PRODUCTIVITY

Organizational performance and its growth and sustainability is dependent on the skills and knowledge of the employees which is considered as the assets of the firm. The knowledge, skill development, and abilities are some of the dimensions of the process of training and development for building human resource capital and human resource capital of any organization plays an important role, thus training and retraining helps in fortifying employees (Khan, Khan and Khan, 2011). In contrast to this Mourdoukoutas (2012) found out that some of those organizations that neglect employee training do so because of the huge cost of training and the fear of losing those employees after training them. Trained employees perform well as compared to untrained and so is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Heras, 2006). Further many study supports that training and development

increase the overall performance of the organization (Shepard, Jon et al., 2003). Training opportunities may, therefore, serve a general purpose in making the employees feel important and taken care of, in terms of having opportunities to develop. Similar arguments were recently presented by Kuvaas (2008), who found a strong negative relationship between perception of developmental HR practices (including training opportunities) and turnover intention. However, the results of training impart major contribution in the better performance therefore, considered at strategic level in the organizations. The performance of the organization refers to those attitudes' that have been assessed or measured as to their contribution to organizational goals (Cook and Hunsaker, 2001).

Debra L. (2011) The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency explores the relationships between training experiences and attitudes and attitudes about perceived job proficiency finds a direct relationship between one's positive training experiences and attitudes and one's proficiency. The behavior or attitude indicated the approach and skills of the management specially line management that helps them to use the resources' successfully and professionally with competency. However, this competency is enhanced with the help of training and development. The discussion thus far leads to the following hypothesis:

H1: Training and development program of the organization have significant impact on Employees Productivity.

EMPLOYEES RELATIONSHIP AND ORGANIZATIONAL PERFORMANCE

In an organization, every individual as a human being shares a certain relationship with his fellow workers at work place. These relationships need to be managed to make the people comfortable with each other and work together as a single unit towards a common goal. The emerging employment relationship in India is best viewed through the lens of psychological contracts. Psychological contract has significant influence on valuable workplace outcomes. Pawan S. Budhwar, (2003) "Employment relations in India", examines the employment relations (ERs) scenario in Indian organisations. His investigation is based on a questionnaire survey of 137 Indian firms in the manufacturing sector. The analysis of existing literature highlights the role of three key actor's management, unions, and the state in the management of ERs in Indian organisations. Hence it is understood that for the growth of organization it becomes necessary to have good employee-employer relationship and it is possible only then when employers understand the different importance of different stakeholders and their effectiveness on building employees relationship. There is paradigm shift of employee and employer relationship, which was based on mutual understanding among employee and employer, in which employee is supposed to do work hard without any destruction and fails in duty whereas employer is supposed to pay for what employee has contributed and job security (Meuse et al., 2001). Today the situation has changed as a result of downsizing, merger & acquisition, rapid change in technology. This has affected employee employer relationship. Employment relationship have changed with the involvement of women and changing technology, however, these changes have certain outcomes like changing workforce and changing employee-employer relationship, and became the cause of decreasing trust in the employer and reason of increased government regulation, lawsuits, and the general animus between employers and employees which continued to grow incrementally (Karnes, 2009). According to Karnes good employment relationship results in increase in employee satisfaction hence business success, as high and sustainable level of business performance have to be based on effective community. To ascertain these, we have developed the following hypothesis

H2: Employee Relationship Management practices of the organization have significant impact on organizational performance.

EMPLOYEES RELATIONSHIP MANAGEMENT, TRAINING & DEVELOPMENT AND ORGANIZATIONAL OUTCOME

The relationship between an employer and an employee is a key deciding factor because it is very important to have mutual trust. As the trust between employee and employer increases this helps in building a relation between both the parties. Once this trust factor is built then it helps to maintain the relationship and helps both the parties to understand each other well so that both can contribute to the development of the organization and personal development. It helps in maintaining the satisfaction level of both the parties which is very important for both the employer and employee as if any of the party is not satisfied the growth of the organization is not possible. Now it can become moral obligation and helping from protecting the welfare of employees, to treating them respectfully, providing good working conditions and not abusing their power or discriminating against them. And in turn helpful in enhancing employees loyalty and professionalism. Building of mutual trust helps in knowing the strengths, weaknesses, way of living etc. it helps in delegating responsibilities, avoiding misconceptions. When an employer knows the strengths of his employees he/she know the potential of every employees and hence delegate responsibilities accordingly. This helps to maintain the motivation level among the employees.

Employees relationship influences their behaviors at work. Employees' attitude and behavior are influenced by the nature of relationship with the supervisor, management and with peers which are subjected to the expectations of each other, perceptions of the intentions of either, distributions of assignments, readiness to conform and enthusiasm to contribute etc. Poor relationships with co-workers and management can cause many people to fear going to work each day. A recent study shows this dread is probably happening more than most people may realize. In fact, according to a recently released survey conducted by Tinypulse on employee engagement and organizational culture, nearly half of all employees surveyed indicated they were dissatisfied with their direct supervisors. This friction between management and staff not only manifests itself in poor attitudes and morale, it can have a poisonous effect on a company's productivity and revenue. On the other hand, a positive relationship between managers and employees can transform a workforce - improving loyalty, productivity, engagement, and as a result employee retention. Employee relations also take care of grievances and the problems of the employees and let them know all about their rights and what to do in case of discrimination. Therefore "new employment relationship" goes beyond the collective bargaining level to include non-union organizations where dialogue might be between employers and their employees, although with alternative bargaining structures. (Salamon, 1998). Business publications, such as Fortune, devote annually special issues with the "best places to work", grading the performance of large corporations in terms of the satisfaction of their employees (Fortune, 2006). Shore et al. (2009) and Song et al. (2009) investigated the role of social exchange relationships in explaining employee behavioral consequences in EOR context in different cultural settings. Both conceptual and empirical articles examined the relationship between perceived EORs and exchange related constructs of employee behaviors and attitudes (e.g., Tsui et al., 1997; Shore and Barksdale, 1998; Masterson and Stamper, 2003; Shore and Coyle-Shapiro, 2003; Shore et al., 2004; Kuvaas, 2008; Shen, 2009; Audenaert et al., 2012). More specifically, EOR literature provides evidences regarding the EORs impact on individuals' behavioral outcomes of job performance and turnover intention. Although the relevant literature offers a lot of insight into the relationship between HR practices and job satisfaction, as well as the relationship of job satisfaction with performance (Bowling, 2007), there are hardly any studies addressing specifically the relationship between employees relationship management, training effectiveness and organizational performances. The discussion thus far leads to the following hypothesis:

H3: Employee Relationship Management practices of the organization mediates the relationship between Training and development practices and perceived organizational performance

OBJECTIVES OF THE STUDY

By way of exploring the mediating role of employee relationship management in the relationship between training and development practices and perceived performance of organization in Uttarakhand, present study is taken up with the following objectives:

1. To examine the influence of Training and Development practices on employees productivity and perceived performance of organization in Uttarakhand.
2. To examine the influence of ERM practices on perceived performance of organization in Uttarakhand.
3. To explore the mediating role of employee relationship management between Training and development activities and employees productivity and perceived performances.

RESEARCH METHODOLOGY

The present research work was Descriptive in nature. Data for the study was collected from the employees associated with small and medium organization in Dehradun (India). A total of 250 employees participated in the study, with a final valid 217 questionnaires being used in this study, excluding 33 responses that

were unreliable or insincerely answered. The existing literature helped in the design of the questionnaire and construct related to employees relationship management, training and development program and organizational performances were selected based on studies related to employees relationship management and their role in training and development and firm performances. A structured questionnaire was designed in two part. The first section of the questionnaire contained questions to examine surveyed employees’ demographic profile. The second section of the questionnaire was concerned with attributes related to employee relationship management practices, training and development activities and different outcome related to organizational performance. Respondents were asked to indicate their level of agreement in a five-point Likert-scale ranging from 1 (strongly disagree) to 5 (strongly agree). In order to ensure the validity of survey instrument, the initial questionnaire was given to a panel of experts to review its content’s validity, the precision of its items meaning and to ensure its linkages with the objectives of the study. In order to validate the reliability, the questionnaire was pilot tested using 25 respondents, representing almost 10% of the total sample size, who were considered the representatives of the study population. The value of Cronbach’s alpha was found 0.918, which suggested a highly acceptable level of reliability of the questionnaire. The data thus received was systematically arranged, tabulated and analyzed using SPSS and regression analysis was carried out to analyse the nature of relationship and mediating role of ERM practices on training and development and organizational performances.

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

	Categories	Count	Percentage
Age Wise Classification	18-25 Years	9	4.1
	26 to 35 Years	151	69.6
	36 to 45 Years	35	16.1
	46 to 55 years	20	9.2
	56-65 Years	2	.9
Gender Wise Classification	Male	179	82.5
	Female	38	17.5
Marital status	Married	104	47.9
	Unmarried	113	52.1
Family Size Wise Classification	Upto 3 members	84	38.7
	4-6 members	100	46.1
	More than 6 members	33	15.2
Educational Qualification	Graduate	39	18.0
	Post-Graduate	131	60.4
	Professional qualification, if any.....	47	21.7
Income Wise Classification	Below Rs. 10000 PM	27	12.4
	Rs. 10001 to Rs. 15000 PM	25	11.5
	Rs. 15001 to Rs. 25, 000 PM	81	37.3
	Rs. 25, 000 To Rs. 40000PM	60	27.6
	Rs 40000 to 60000 PM	20	9.2
	Above Rs. 60000	4	1.8

The information presented in the above table reveals that sample is dominated by the respondents of age group 25-36 years of age as 69.6% respondents falls in to this age group. Another 16.1% respondents belong to the age group of 36-45 years. Sample is dominated by the respondents of Male category as 82.5% respondents falls in to this category and remaining 17.5% respondents fall into female category respondents. Majority of the respondent (47.9%) were from unmarried category. Survey indicates that sample is dominated by the respondents having 4-6 members in their family as 46.1% respondents indicated this. However, it is witnessed that more than one third (38 %) respondents indicated their family size upto 3 only. Most the respondents are well education as more than three fourth respondents indicated their education either post-graduation or having professional degree to their credit. The information related to income level of respondents indicated that 37.3% respondents indicated their income level ranging from Rs. 15000 –Rs. 25000 PM. More than one fourth 27.6% indicated that they earn upto 40000 PM. This signifies that sample is the composition of respondents having mix demography.

TABLE 2: NATURE OF ORGANIZATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Health care organization	46	21.2	21.2	21.2
	Hospitality organization	29	13.4	13.4	34.6
	Telecom service providing organization	44	20.3	20.3	54.8
	Banking and Insurance service organisation	59	27.2	27.2	82.0
	Educational organization	26	12.0	12.0	94.0
	other organization	13	6.0	6.0	100.0
	Total	217	100.0	100.0	

Employees engaged in different sectors of industry have different values, career aspirations, salary expectation, work environment, task complexity job requirements, etc. Employees Relationship management strategies may not work effectively for employees of various sectors of industry. The skill level, knowledge job complexity, the nature of professionalism and professional competencies differs from organization to organisation as well as industry to industry. the survey reveals that 27.2% employees belong to banking and insurance sector organisation. 20.3% employees were from Telecom service providing organization. 21.2%, 13.4%, 12.0% and 6.0% employees are from Health care organization, Hospitality organization, Educational organization and other organizations.

TABLE 3: IMPORTANCE OF STAFF RELATIONSHIP TO EMPLOYEES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	113	52.1	52.1	52.1
	Important	86	39.6	39.6	91.7
	Important to some extent	16	7.4	7.4	99.1
	Important to little extent	2	.9	.9	100.0
	Total	217	100.0	100.0	

It is old saying that Employer and Employees are the two wheels of the engine of the organization, a good and healthy relationship between these two wheels will only take the organization forward. It is essential for the management to know the nature and importance of staff relationship in conforming the statement. The study indicates that majority of the employees in the organisation are of the opinion that staff relationship is either very important or important for the smooth function of the organisation. This was combined together indicated 92% (52.1%and 39.6%) respondents in the sample. Very few i.e. 7.6% and .9% employees in the sample indicated that it is Important to some extent or Important to little extent.

TABLE 4: IMPORTANCE OF STAFF RELATIONSHIP TO THE ORGANISATIONAL PERFORMANCE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid It is vital to meeting the goal of organization	26	12.0	12.0	12.0
It is essential for meeting the operation requirement	49	22.6	22.6	34.6
It is desirable for smooth functioning of the organisation	100	46.1	46.1	80.6
In the age of technological goal can be achieved without it	41	18.9	18.9	99.5
Do not know	1	.5	.5	100.0
Total	217	100.0	100.0	

In today's complex business world, maintaining a sound employer-employee relationship is essential for the ultimate success of any organization. A strong relationship in the organization motivate the employees and certainly it will improve their efficiency in work and hence the company's productivity will increase. With this into consideration, an effort was directed to know from the employees about **Importance of Staff Relationship to the organisational performance**. Survey indicates that 46.1% employees are of the opinion that employees relationship is desirable for smooth functioning of the organization. 22.6% employees in the organization are of the opinion that It is essential for meeting the operation requirement. 12% employees are of the opinion that It is vital to meeting the goal of organization. In comparison to this 18.9% employees indicated that in the age of technological goal can be achieved without it. Very few .5% employees indicated their inability to comment on the subject.

TABLE 5: ATTENDED ANY TRAINING PROGRAMME FOR MANAGING RELATIONSHIP IN THE ORGANISATION

	N	Mean	Std. Deviation
Briefing from senior management	217	3.8157	.52979
Outdoor communication training	217	3.7650	.56525
In-house communication training	217	3.8664	.53196
Counseling session for creating importance of relationship in the organization	217	3.9171	.54648
Simulation training for employees relationship	217	3.9539	.55084
Others	217	3.48	.624
Valid N (list wise)	217		

Training is essential for maintaining healthy employee relations in an organization. Strong employee relations are required for high productivity and human satisfaction. Strong employee relation depends upon healthy and safe work environment which is achieved through better training of the employees. With this in mind an attempt was made to know whether employees have attended any training programme for managing relationship in the organization. Survey indicates that most of the respondents (88.5) have attended some training programme for managing relationship in the organization. This include: Simulation training for employees relationship with mean 3.95 and SD .5508, Counseling session for creating importance of relationship in the organization with mean =3.9171 and SD .54648, In-house communication training with mean =3.8664 and .53196, Briefing from senior management with mean=3.8157 and SD .52979 and Outdoor communication training with 3.7650 and SD=.56525.

TABLE 6: EMPLOYEE RELATIONSHIP MANAGEMENT PRACTICES FOLLOWED IN THE ORGANIZATION

Employee Relationship Management Practices	N	Mean	Std. Deviation
Counseling the employees	217	2.7696	.57122
Informal meeting	217	2.5530	.59954
Organizing quality circles	217	2.5945	.57861
Creating team spirit among members	217	3.5207	.73332
Establishing open and two way communication	217	3.6267	.59615
Involving team members	217	2.8065	.56055
Facilitating Career Development programs	217	2.7834	.52184
Sharing the companies vision with employees.	217	2.8710	.54597
Gratitude and Appreciation	217	3.0691	1.14253
Valid N (listwise)	217		

Employee relationship management (ERM) constitutes an emerging trend of managing human resources by building and maintaining individualized and mutually valuable relationships with employees through different practices. Employees were asked to rate different ERM practices like Counseling the employees, Informal meeting, organizing quality circles, creating team spirit among members, establishing open and two-way communication, involving team members, Facilitating Career Development programs, Sharing the companies vision with employees., Gratitude and Appreciation on a scale of 1 to 5 based on their preferences. Descriptive statistics mean and Sd) was calculated using SPSS software and it was found that Gratitude and Appreciation has scored highest mean of 3.0691 and SD =1.14. it was followed by Establishing open and two-way communication with mean =3.6267 and SD=.59615.

TABLE 7: PERCEIVED OUTCOME OF ERP PRACTICES IN THE ORIGINATION

	N	Mean	Std. Deviation
My absenteeism has reduced	217	3.7696	.57122
Quality of work has improved	217	3.5530	.59954
My fault rate is reduced	217	3.5622	.62142
My interest in job has improved	217	4.6452	.58404
My morale and motivation has improved	217	4.6682	.53624
My presence is felt in the organization	217	3.8065	.56055
I treat other with respect	217	3.7742	.56082
Mutual trust among member has improved	217	3.8664	.53196
Valid N (listwise)	217		

REGRESSION ANALYSIS

Regression analysis is used to model the relationship between a response variable and one or more predictor variables.

TABLE 8: REGRESSION ANALYSIS

Dependent Variable : Perceived outcome			
Independent Variable : Employee Training Practices	Beta	t- Value	P Value
	.946	25.406	.000
R=.855 ^a R ² .750 F= 645.487 P=.000			
Dependent Variable :Perceived Outcome			
Independent Variable : Employee Relationship Management	Beta	t- Value	P Value
	.976	38.978	.000
R=.936 ^a R ² .876 F= 1519.264 P=.000			
Dependent Variable : Perceived Outcome			
Independent Variable : ERP & TRPG	Beta	t- Value	P Value
	.704	20.349	
	.358	9.882	
R= .956 ^a R ² .915 F= 1149.914 P=.000			

Although there is general discussion in the literature that training improves a employees performance, and employees relationship management practices also bring positive effect on employees outcome. With the help of regression analysis an attempt was made to know the relationship between training on employees perceived outcome, employees relationship management practices and its perceived outcome and further combined effect of training and employees relationship management practices on employees perceived outcome. The value of R square is 75% indicates that employees training practices explain 75% variance in outcome. The relationship between training practices as independent variable and perceived outcome as dependent variable is indicated by standardized coefficient beta with a value of .946. The significance of beta is tested using t-test and value found is 25.406 which is significant at 0 level of significance indicating strong positive relationship between Employee Training Practices and Perceived outcome.

Further the relationship between Employee Relationship Practices and its Perceived outcome was tested using regression analysis. The value of R square is 87.6% indicates that Employee Relationship Management practices explain 87.6% variance in their outcome. The relationship between ERM practices as independent variable and perceived outcome as dependent variable is indicated by standardized coefficient beta with a value of .976. The significance of beta is tested using t-test and value found is 38.978 which is significant at 0 level of significance indicating strong positive relationship between Employee Relationship Management practices and perceived outcome.

The regression analysis of combined effect of training practices and employees relationship management practices on employees perceived outcome was tested. The result indicates that the value of R square is .915 % indicates that combined effect of training practices and employees relationship management practices explain .915 % variance in improving employs outcome. The relationship between combined effect of training practices and employees relationship management practices as independent variable and Employee perceived outcome as dependent variable is indicated by standardized coefficient beta with a value of .704. The significance of beta is tested using t-test and value found is 20.349 which is significant at 0 level of significance indicating strong positive relationship combined effect of training practices and employees relationship management practices on employees perceived outcome. The significant improvement in the R² indicates that ERM practices mediates between Training practices and employees perceived outcome and thus supports the hypothesis.

DISCUSSION AND CONCLUSION

This paper has focused on the relationship between training, employees relationship management and employees performance. Despite the strong relationship between training on performance, empirical findings do not always provide evidence to support it. This paper explores whether ERM practices improves the effect of training on employees performances. The purpose of this paper was to fill this gap in the literature and to analyze the relationship between training, and performance and the mediating role of ERM practices in that relationship. In terms of the relationship between training and employees performance, our results are also consistent with previous theoretical and empirical research (Shepard, Jon et al., 2003, Kuvaas 2008, Cook and Hunsaker, 2001 Heras, 2006) and show a positive relation between them. Thus, our findings provide more evidence of the importance of training for firm performance. Our findings also provide evidence that there is a positive relation between a employees training and their outcome. Previous studies demonstrated the relationship between SHRM practices and organizational high level outcomes (either individual or system base), for example flexibility, productivity, financial and non-financial performance (Abdulkadir, 2009; Collins & Clark, 2003; Dimba & K'Obonyo, 2009; Ichniowski, Shaw, & Prensushi, 1997; Mendelson & Pillai, 1999; Pfeffer, 1998; Youndt, Snell, Dean, & Lepak, 1996). Our study confirms the previous finding of the researcher and support the hypothesis that ERM practices have positive influence on employees performance. Furthermore, our findings suggest how training should be designed in order to contribute to organizational performance. The combined effect of training practices and employees relationship management practices on employees perceived outcome indicates significant improvement in R² from .855 to .915 % indicating strong positive relationship between combined effect of training practices and employees relationship management practices on employees perceived outcome. The results revealed that all variables of research model had significant relationships between each other. The regression analyses reported that employees training and Employee Relationship Management practices has significantly positive relationship with employees outcome in comparison to the relationship between Employee Relationship Management practices and outcome as well as ERM practices and its impact on their outcome. And thus is can be concluded that ERM practices mediate the relationship between Employees training practices and their performance.

LIMITATIONS AND FUTURE IMPLICATION

The present study is based on the data collected from the employees working in different services sector organsiation in Dehradun only, that may suffer and in the generalization of the results of this study. The research model includes employees perceived performance mediated by ERM practices. Some other factor can also affect the relationship between ERM practices with other dimensions of Employees performance by analyzing varied mediation mechanism. Future research may include more performance factors with different mediation variables from different regions of India, and introduce more deep analysis with multiple factors and mediation mechanism in other sectors as well.

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