

Organizational Capacity Enhancement through HRCAP Score GRID

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ABSTRACT

Periodic assessment of the activities and functions in an organization helps organizations to benchmark their current performance either with their earlier performance or with the industry performance in order to ensure that they are in pace with the industry's growth in this dynamic and global slowdown scenario. Organizations generally adopt a perception-based, top-bottom evaluation approach. This article discusses the assessment of the effectiveness of human resource management function through HRCAP Score GRID, a perception-based, consensus-oriented, bottom-up evaluation approach and strategies for enhancement of capacity.

The study adopted random sampling and the study subjects were the employees occupying the middle level managerial positions spread over the major functional departments

in the organizations engaged in the manufacturing of auto components in Coimbatore district, India. The human resource management function capacity of the individual organizations was assessed. The organizations that involved themselves in the assessment were termed as a cohort. Each assessment area had three to ten practices. Adherence of all those practices by organizations is intricate. Hence, the significant practices in each assessment area that contributed to that area achieve high capacity and high consensus was identified through Generalized Estimation Equations.

Periodic assessment and benchmarking of the significant practices of the human resource management function by the members of the cohort would facilitate the organizations ensure adoption of the significant practices and thereby carry out their human resource management function to their maximum capacity.

Keywords: *Capacity Building, HRCAP Score GRID, Consensus, Human Resource Management, Performance assessment*

INTRODUCTION:

Market dynamics through the emergence of the global economy, advances in technology, increased societal demands, and the need to provide more social services with fewer resources have created challenges for organizations. In addition, the current commercially competitive environment and the global slowdown create more pressure on senior management into addressing both positive and negative aspects of their organizations in attempts to excel in all areas. Consequently, organizations are constantly engaging in activities aimed at increasing access to resources; including manpower, material, money and methods that will allow them to compete successfully in the changing environment, and to plan and design activities to accomplish the perceived goals of the organization.

Growing organizations constantly seek to improve program implementation, to develop new resources or address needs in the community. There is a need for a systematic process for

creating and sustaining improved performance that can react rapidly to changes in the environment. Many organizations undertake periodic assessment of their performance to ensure effective and efficient utilization of resources, to be in line with advances in technology, to meet societal needs and to ensure achievement of the organization's goals. Management experts have developed various tools that help organizations to evaluate their performance in their functional areas with respect to time, and benchmark their performance with industry standards.

Carmeli et al., (2007) found that organizations generally examined the achievement level of their firm through employees' assessment. Several tools and processes are available for assessing the performance of an organization, its functions and its activities. Examples include change management (Waterman et al., 1980), the value creation model (Porter, 1985), the five tracks barriers to success model (Kilman, 1986), benchmarking (Pryor, 1989), capacity building (McGuire et al., 1994) and balanced scorecard (Pearce and Robinson, 2005). In addition, decision trees, SWOT (Strengths, Weaknesses, Opportunities, Threats) and PESTLE (Political, Economic, Social, Technological, Legal and Environmental factors) analysis (Kachru, 2005), total quality management and six sigma (Pearce and Robinson, 2005) have been developed for the assessment of individual functions and activities.

Among the tools used for performance assessment the Capacity Building (CB) process has gained acceptance and prominence in the past two decades, both in the international and Indian scenario because of the demonstrable benefits derived from its use (Sripirabaa and Krishnaveni, 2007). Review of the CB activities brought out the pervasive nature of the concept of CB and hence, Sripirabaa and Krishnaveni (2007) ascertained its extension to with-profit organizations. Further Krishnaveni and Sripirabaa (2008a) have claimed that CB concept could be utilized by organizations to bring about sustainable organizational growth and achieve human resource (HR) excellence (Krishnaveni and Sripirabaa, 2008b).

Among the functions in an organization, human resource management (HRM) is seen as an important activity and studies have provided empirical support for the impact of HRM practices on an organization's performance level (Huselid, 1995; MacDuffie, 1995; Koch and Hundley, 1997). The focus of HRM is on managing people within the organization and seeking

strategic integration of the interests of an organization and its employees. It is a major contributor to the success of an enterprise (Stone, 2002). Hence, we sought to extend the concept of the CB process as a tool for assessing the effectiveness of HRM function in using Human Resources Capacity Score Guided Reflections for Institutional Development (HRCAP Score GRID) a perception-based, consensus-oriented assessment, bottom-up evaluation approach (Krishnaveni and Sripirabaa, 2009) in contrast to the perception-based, top-bottom evaluation approaches in HRM. HRCAP Score GRID assesses the extent to which organizations are practicing the common HRM practices along with the consensus of its employees which are intricate for organizations.

This assessment helped to identify the lag areas. As the second step, the significant practices in each assessment that would enable an organization achieve high capacity high consensus (HC-HC) was established through Generalized Estimation Equations (GEE). Adherence of these significant practices would enable the organization achieve capacity excellence in their HRM function. This activity-based assessment ensures that the organization is performing the HRM function to maximum capacity as perceived by all its members. This is an indication that the organization has achieved excellence in its HRM function, which in turn signifies employee development.

HRCAP SCORE GRID:

HRCAP Score GRID concentrates on assessing the practices adopted in the various tasks and activities of the HRM function performed by the organizations along with the consensus of its members. A perception-based, consensus-oriented assessment would lead to effectiveness of that function. The consensus or the degrees of agreement among the employees were not given importance. Hence, Krishnaveni and Sripirabaa (2009) felt that a perception-based and consensus-oriented assessment would add significance, and thus developed and validated HRCAP Score GRID a perception-based, consensus-oriented, bottom-up tool. The items in HRCAP Score GRID were measured along the standard measurement scale (Five-point scale of Likert) ranging from “5” - Strongly agree to “1” - Strongly disagree. The scale measured the

extent to which respondents thought each item reflected their view regarding the HRM practices followed in their organization.

HRCAP Score GRID is unique when compared to the existing assessment tools. We sought to give importance to the level of agreement among the employees. Since, we perceived that any business activity when performed to the maximum capability with the consensus of the employees as having achieved excellence. Accordingly, HRCAP Score GRID assesses the extent to which organisations are practicing the common HR practices in areas of Recruitment and Selection activity, Performance Management system activity and Training and Development activity, by means of a perception-based, consensus-oriented assessment, in contrast to the perception-based assessments in HRM (Scholarios and Lockyer, 1999; Buyens and De Vos, 2001; Whitener, 2001; Wright et al., 2001; De Clercq and Rius, 2007; Kuvaas, 2008). This task-based assessment ensures that the organisation is performing all the tasks in the activities of HR function to their maximum capacity as perceived by all its members. Further, we viewed that achievement of high capacity and a high level of consensus in all assessment areas of the activities of HR function as the first stage in the process of evaluating its effectiveness. Secondly, performance assessment techniques such as, management by objectives, the balanced score card, HR score card are top-down evaluation approaches wherein they cascade down from the corporate level to the individual level. Contrarily, we view HRCAP Score GRID as a bottom-up evaluation approach, since assessment begins at task level for each activity and builds up to activity, functional, organisational and finally corporate level.

Thirdly, HRCAP Score GRID is an IT enabled assessment tool. The employees need to periodically participate in the assessment approach. Once the employees have participated in the assessment approach, the capacity and consensus scores are calculated and GRID is plotted for the activities of HRM function. Plot on the GRID portrays the various capacity areas in the HR activities that fall in the four quadrants. Having identified the capacity areas that have either low capacity or low consensus, organisations can focus on those areas and achieve capacity enhancement, i.e. moving all the capacity areas to the HC–HC quadrant. Organisations can accomplish this through brainstorming sessions conducted with the executives of the HRM department and major functional department representatives and academics. This session would

help the organisations to identify the present practices and arriving at the strategies for capacity enhancement through consensus approach. In addition, the brainstorming session would pave way for incorporating the contemporary HR practices.

Achieving HC–HC in all the assessment areas of the activities of HR function implies that the employees agree that they are practicing the common HR practices to their maximum capacity, which implies achievement of excellence in HR function. Thus, HRCAP Score GRID paves way for the organisation to achieve HC–HC in all the assessment areas of HR function. Hence, HRCAP Score GRID could be used as a tool to assess the extent to which organizations are practicing the common HR practices and the level of agreement among its employees regarding the same. This assessment and later enhancement would help them to carry out the activities in HR function in an effective and efficient manner. Krishnaveni and Sripirabaa (2009) in their article have discussed in detail the methodology adopted for developing the above tool and the validation of the same.

OBJECTIVE:

The objective of the study was to assess the effectiveness of the HRM function using HRCAP Score GRID and later identify the significant practices in the activities of HRM function that influenced the placement of an assessment area in the HC-HC quadrant using Generalized Estimation Equations (GEE).

METHODOLOGY:

The study was descriptive in nature. Since, focus was a perception-based, consensus-oriented assessment of HRM function, practiced by organizations, using a questionnaire and the study adopted survey strategy. Extent of adoption of common HRM practices was assessed using HRCAP Score GRID.

The study chose the auto component manufacturers in India as its population. Since the automobile industry in the international and Indian scenario is vibrant, competitive, and undergoing explosive growth in the past two decades. The industry is stable, market based and

growth oriented. The global multinational companies like General Motors, Honda, Magna, Delphi, Bosch, Suzuki, Ford, Caterpillar, Daimler Chrysler have shifted their Automotive Design Centres into India due to the excellent base available for Prototyping, Testing, Validating and Production of Auto-Components, and the existence of world renowned IT Skills with excellent automotive domain knowledge. The automotive sector is one of the core industries of the Indian economy, and its prospects reflect the economic resilience of the country. Continuous economic liberalization over the years by the government of India has resulted in making India as one of the prime business destination for many global automotive players. The Indian automotive industry comprises the automobile manufacturers and the auto component manufacturers.

Coimbatore had a cluster of auto components manufacturers and was viewed as a hub, hosting auto component manufacturers in South India. Hence, as a representation of the auto component manufacturers in India, the study identified its sampling frame, as those companies manufacturing auto components in Coimbatore district. Consequently, the study identified the companies that were registered with the Automotive Component Manufacturers Association of India (ACMA), within the boundaries of Coimbatore district. Accordingly, the study identified and included seven companies.

The study adopted census sampling, since all the seven companies were included. The respondents for the study comprised the employees occupying the middle level managerial positions, since they ought to know the practices adopted in their organizations and possessed the proficiency to fill up the questionnaires. Hence, the sample for this research constituted 30% of the employees occupying the middle level managerial positions, selected at random from the above organizations, spread over the various departments. Accordingly the study included 165 respondents. The above organizations were coded as A, B, C, D, E, F and G for the convenience of analysis. The number of respondents included in this research from these organizations was,

Organization	A	B	C	D	E	F	G
Number of respondents	33	32	45	21	19	9	6

The respondents were contacted in person, and the significance of the study was explained to them before administering the questionnaire. Ample time was given to the respondents for filling up the questionnaire. While collecting back the questionnaires, it was ensured that all the questions were answered and no question was left unanswered.

HRCAP Score GRID identified and included about 3 to 10 practices in each assessment area in the activities of HRM function. Adherence of all these practices by organizations was intricate. Hence, attempt was made to identify the significant items in each assessment area that contributed to that area achieve HC-HC, by taking the scores of all the seven organizations together. Consequently, the study utilized GEE technique, since the responses of the employees within one company are likely to be highly correlated and had to be accounted for in the multivariate analysis. This Regression analysis technique with GEE methodology was commonly used when the outcome measure of interest was discrete and utilized the clustering concept. The study visualized the seven organizations as seven heterogeneous clusters and each cluster as homogenous.

GEE technique used Binary coded data. A dependent variable for each assessment area for the seven organizations was formulated based on the position of that area in the four quadrants. The dependent variable for an area that fell in the HC-HC quadrant was assigned a value "1" and those in the remaining quadrants as "0". The responses given by the employees were recoded as "high - 1" and "low - 0". Responses which had a value "5 and 4" contributed to high capacity, and hence were recoded as "1". While responses "3, 2 and 1" contributed to low capacity and hence were coded as "0". All the 165 respondents were used as subject variables and the seven companies as within subject variables. The items in each assessment area were used as factors in the model. Code "1" i.e. HC-HC quadrant was taken as the reference and the coefficients were estimated at a 5 percent level of significance.

ANALYSIS AND DISCUSSION:

Using the data collected from the seven organizations, the raw, standardized and scaled capacity and consensus scores were calculated and GRID was plotted for the activities of HRM function. Plot on the GRID portrayed the assessment areas that fell in the four quadrants. Table

1 gives the capacity and consensus scores of the seven organizations and figure 1 the HRM function GRID for that of Organization B.

Table 1: Capacity and Consensus Scores of the Organizations

	Area/Organization	Scaled Capacity Score							Scaled Consensus Score						
		A	B	C	D	E	F	G	A	B	C	D	E	F	G
Recruitment and Selection activity	Job Analysis	65	70	70	95	70	70	50	35	70	60	75	70	25	90
	Recruitment Procedure	60	50	75	80	60	60	55	40	70	65	85	65	45	85
	Selection Process	65	65	70	70	50	65	60	45	70	60	65	55	35	75
	Compensation	60	60	65	85	40	40	50	45	40	60	60	65	50	85
	Partnering	45	50	45	75	45	40	20	45	25	50	40	70	35	100
	Financial Support	55	70	25	95	55	20	20	50	60	45	75	45	100	100
	Alignment	60	70	55	90	50	75	45	45	55	50	80	55	35	65
Performance Management System activity	Performance Appraisal Needs	75	70	70	95	55	50	95	60	80	60	70	65	45	70
	Job Evaluation	55	50	70	75	40	50	30	40	60	60	65	60	45	100
	Performance Appraisal Process	60	60	75	85	55	70	75	40	60	65	75	70	45	80
	Compensation, Rewards and Incentives	60	60	60	90	50	20	95	35	50	65	70	65	70	80
	Partnering	45	45	50	20	40	20	20	45	40	60	65	50	100	100
	Financial Support	45	55	50	60	40	20	20	40	35	30	20	35	100	100
	Alignment	55	65	45	90	50	60	85	50	65	50	70	50	55	55
Training and Development activity	Identification of Training Needs	50	70	70	95	70	55	65	45	65	70	70	45	50	70
	Design and Implementation of Training Programs	60	70	70	95	60	60	70	40	65	80	85	65	60	60
	Transfer of Training	65	65	70	90	50	70	85	40	45	75	55	50	70	55
	Evaluation of Training Programs	60	70	75	90	60	70	75	45	70	70	75	50	75	70
	Partnering	45	70	75	95	70	60	50	50	65	60	70	60	45	70
	Financial Support	55	60	65	95	60	20	20	35	75	60	90	50	100	100
	Alignment	55	70	65	95	55	60	75	45	60	75	75	55	55	55

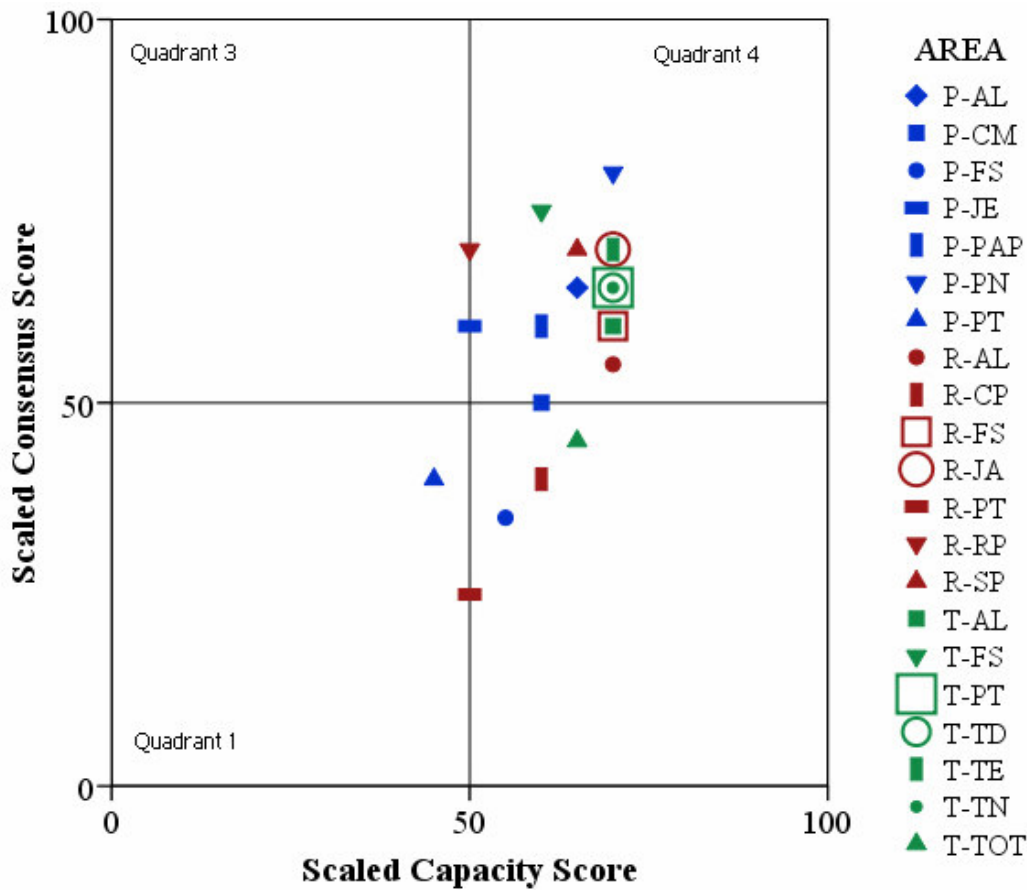


Figure 1 HRM function GRID of Organization-B

Practices Identified Using Generalized Estimation Equation:

The perceptions of employees with regard to the adoption of HRM practices in their organizations are likely to vary across organizations. This difference in perceptions among employees, when incorporated while identifying the significantly contributing items in each assessment area would add value. Hence, the study as discussed in the methodology section applied GEE to identify the significant items in each assessment area that contributed to that area to achieve HC-HC. The coded variable for each assessment area in the sector was taken as the dependent variable and the items of that area as covariates. Among the assessment areas, Partnering of RSA and Financial Support of PMSA had no organization in the HC-HC quadrant. Hence, GEE could not be executed for the above two areas. The significant practices in the activities of HRM function as identified through GEE are listed below. Appendix 1 gives the GEE output for the activities of HRM function.

The significant practices identified in the assessment areas of RSA were

1. Job Analysis – Using Job Analysis information for preparing job evaluation and job responsibility.
2. Recruitment Procedure - Adopting transfers as internal recruitment source and advertisements and employment agencies as external recruitment sources.
3. Selection Process - Adopting a systematic selection process and selecting candidates through committees.
4. Compensation - Rendering compensation to candidates based on their competency and job profile and providing special financial compensation like employee protection programs and security and health benefits.
5. Financial Support - Allocating funds in budget for recruitment and selection programs expenses.
6. Alignment - Recruiting employees based on the organization's requirements, gaining competency in recruiting and selecting candidates, adopting strategic planning exercise and modifying the objectives based on strategic planning exercise findings.

The significant practices identified in the assessment areas of PMSA were

1. Performance Appraisal Needs – Nil
2. Job Evaluation - Communicating the job expectations to the employees, setting performance targets based on job evaluation information and carrying out job evaluation through supervisors.
3. Performance Appraisal Process - Focusing appraisal on group performance, measuring the extent of achievement of set targets by the employees and adopting multiple performance appraisal system.
4. Compensation, Rewards and Incentives - Setting criteria for rendering compensation, rewards and incentives for employees based on their performance and

providing performance bonuses as financial rewards for the employees based on their performance.

5. Partnering - Monitoring the effectiveness of partnership entered for appraisal process, using partnership entered with consultants to design effective appraisal system and appraising employees in an unbiased manner, partners contributing to shared goals and sharing the benefits of the cooperative effort of partnership.
6. Alignment - Organizations gaining competency in designing effective appraisal system and in appraising their employees.

The significant practices identified in the assessment areas of TDA were

1. Identification of Training Needs - Identifying the required training programs for employees based on performance appraisal reports, reports from superiors and skills required by the employees to keep up with the competition.
2. Design and Implementation of Training Programs - Training employees through lecture courses and seminars and adopting innovative training practices.
3. Transfer of Training - Using result based indicators to assess the extent of application of learning from training programs and using teamwork to implement learning from training programs on the jobs.
4. Evaluation of Training Programs - Focusing the evaluation of training programs in identifying the usefulness of the program to the employees, the extent of learning from training programs and using questionnaires to evaluate the effectiveness of training programs.
5. Partnership - Establishing partnership with consultants for conducting training programs, monitoring the effectiveness of partnership entered with consultants, gaining financial benefits through partnership, conducting need based training programs through the partnership entered with consultants, the organization and the consultant contributing to the goals of training programs and sharing the benefits of the training rendered through the cooperative effort.

6. Financial Support – Adopting established procedures to maintain balance in budgeted and actual expenses incurred for conducting training programs.
7. Alignment - Organizing and conducting training programs based on the requirements of their employees.

CONCLUSION:

Effective HRM practices are becoming increasingly important in this competitive, dynamic, globalized knowledge based economy. The focus of organizations is in designing HRM practices that enable them identify, recruit, retain and train their employees to remain core competent in the industry. This research was based on the perception that any business activity when performed with the consensus of all its employees, then such an activity was presumed to be performed to the maximum capacity of the organization, then it could be viewed as the first stage in the process of achieving effectiveness in that activity. Accordingly the study investigated the HRM function among the auto component manufacturers in Coimbatore district and evaluated the effectiveness of the HRM function. Plot on the GRID portrayed the capacity/consensus lag areas for the individual organizations.

Since adherence of all the HRM practices is intricate for organizations, the statistically significant practices in each assessment area that influenced that area to achieve HC-HC were identified through GEE. Adherence of the identified significant practices would enable the members of the cohort carry out their HRM function to their highest capability along with the consensus of its employees, which would lead to effectiveness of HRM function. Periodic assessment of the capacity of the HRM function by the members of the cohort would enable them to identify the capacity lag areas. In addition, the above organizations could use the scores of the organization that have scored the highest as the benchmarked scores and compare their individual scores with that score. Such assessment would help these organizations to map their current capacity levels with that of the benchmarked score, and later ensure that they had attained the benchmarked scores. This could be viewed as stage I in the CB exercise.

As stage II, these auto components manufactures, could identify the extent to which they have adopted the statistically significant HR practices in each assessment area and

systematically plan and adopt the significant practices they have not adopted. Such a process would help them achieve excellence in their HRM function.

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Appendix 1

Generalized Estimation Equations results for Recruitment and Selection activity

Assessment Area	Item	Estimated Coefficient (β)	Standard Error	Significance
Job Analysis	(Intercept)	0.781	0.04	0
	Job description	0.033	0.0859	0.702
	Job specification	0.192	0.0988	0.052
	Job evaluation	-0.279	0.1313	0.034
	Job responsibility	-0.979	0.1112	0
	Job authority	-0.152	0.1036	0.141
	Standards of performance	0.107	0.0777	0.167
	(Scale)	0.158		
Recruitment Procedure	(Intercept)	0.814	0.0505	0
	Employee requirements assessed	0.056	0.0715	0.435
	Replacement charts	-0.126	0.081	0.119
	Internal and external recruitment sources	0.03	0.1252	0.812
	Transfers	-0.248	0.1025	0.015
	Advertisements	-0.346	0.1523	0.023
	Employment agencies	0.201	0.0614	0.001
	Schools, colleges and universities	-0.156	0.0873	0.074
(Scale)	0.169			
Selection Process	(Intercept)	0.776	0.0487	0
	Systematic selection	0.191	0.0837	0.022
	Selection committee	-0.298	0.0891	0.001
	Application screening	-0.094	0.1056	0.375
	Pre employment enquiries	0.083	0.108	0.445
	Work sample tests	-0.177	0.0957	0.065

	Written tests	0.013	0.1116	0.905
	Management tests	-0.029	0.1094	0.792
	Mental ability tests	0.137	0.0854	0.109
	Technical interview	-0.108	0.2378	0.65
	(Scale)	0.176		
Compensation	(Intercept)	0.618	0.0488	0
	Pay for performance	-0.116	0.1018	0.253
	Skill based pay	0.103	0.0903	0.255
	Competency pay	-0.196	0.0929	0.035
	Job based pay	-0.484	0.0755	0
	Perks	-0.017	0.0906	0.854
	Low interest rates for vehicle loans	-0.077	0.0889	0.387
	Employee Protection programs	0.277	0.0747	0
	Security and health benefits	-0.216	0.0831	0.009
	Lunch allowances	0	0.0853	0.997
(Scale)	0.177			
Financial Support	(Intercept)	0.865	0.0367	0
	Increasing financial support	-0.119	0.082	0.146
	Accurate financial projections	0.014	0.0625	0.82
	Expenditures modified	-0.173	0.109	0.113
	Allocation in budget	-0.578	0.1014	0
	(Scale)	0.109		
Alignment	(Intercept)	0.729	0.045	0
	Recruitment and Selection needs demonstrated	-0.402	0.1076	0
	Competent in conducting job analysis	-0.183	0.115	0.111
	Competent in recruiting and selecting candidates	0.175	0.0756	0.021
	Competent in partnering	-0.005	0.0832	0.949
	Strategic planning adopted	0.428	0.0851	0
	Objectives modified on strategic planning exercise findings	-0.249	0.0929	0.007
	Achievement of strategic objectives tracked	0.067	0.0792	0.396
	(Scale)	0.174		

Generalized Estimation Equations results for Performance Management System activity

Assessment Area	Item	Estimated Coefficient (β)	Standard Error	Significance
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Performance Appraisal Needs	(Intercept)	0.975	0.0154	0
	Strengthen job skills	-0.008	0.0275	0.779
	Promotions	0.013	0.0319	0.694
	Assess knowledge skills and abilities	-0.221	0.1769	0.211
	Counsel employees	-0.057	0.0607	0.346
	Convey performance on jobs	-0.238	0.1335	0.074
	Reward employees	0.114	0.115	0.321
	(Scale)	0.045		
Job Evaluation	(Intercept)	0.774	0.0516	0
	Conducted for all job positions	-0.022	0.1143	0.848
	Job expectations communicated	-0.604	0.1035	0
	Set performance targets	0.173	0.0631	0.006
	Carried by Superior	-0.316	0.0825	0
	Carried by Peer	-0.106	0.0673	0.117
	(Scale)	0.17		
Performance Appraisal Process	(Intercept)	0.792	0.0444	0
	Performance goals set with measurable outcomes	0.025	0.0778	0.752
	Priority, responsibility and the goals to be achieved are set	-0.144	0.1099	0.191
	Focus on individual performance	0.116	0.1603	0.468
	Focus on group performance	-0.309	0.1294	0.017
	Focus on both individual and group performance	-0.084	0.1269	0.506
	Achievement of set targets measured	-0.367	0.143	0.01
	Results based assessment	-0.015	0.1138	0.896
	Multiple appraisal system	0.135	0.0658	0.041
	Standard evaluation formats	-0.025	0.0918	0.784
	Career planning	-0.012	0.0833	0.886
	(Scale)	0.16		
Compensation, Rewards and Incentives	(Intercept)	0.825	0.0397	0
	Criteria set for fixing up Compensation, Rewards, and Incentives	-0.829	0.057	0
	Performance based rewards	0.058	0.0533	0.28
	Performance bonuses	-0.188	0.082	0.022
	Individual incentives	0.099	0.0525	0.06
	Group incentives	0.028	0.0527	0.597
	(Scale)	0.116		
Partnering	(Intercept)	0.435	0.0638	0
	Partnership with consultants	0.032	0.0679	0.636

	Long term partnership	0.162	0.087	0.062
	Effectiveness of partnership monitored	-0.481	0.088	0
	Effective appraisal system designed	0.317	0.0955	0.001
	Unbiased appraisal	-0.285	0.0742	0
	Open information sharing	0.038	0.0892	0.672
	Contribution to shared goals	0.279	0.0857	0.001
	Benefits of cooperative effort shared	-0.385	0.1258	0.002
	(Scale)	0.153		
Alignment	(Intercept)	0.924	0.0332	0
	Competent in designing effective appraisal system	-0.185	0.094	0.048
	Competent in appraising employees	-0.291	0.1109	0.009
	Competent in performance based rewarding	-0.219	0.1375	0.111
	Objectives modified based on strategic planning exercise findings	-0.088	0.0832	0.289
	Achievement of strategic objectives tracked	-0.165	0.0863	0.056
	(Scale)	0.154		

Generalized Estimation Equations results for Training and Development activity

Assessment Area	Item	Estimated Coefficient (β)	Standard Error	Significance
Identification of Training Needs	(Intercept)	0.801	0.0355	0
	Based on appraisal reports	-0.324	0.118	0.006
	Reports from superiors	-0.529	0.0859	0
	Personal evaluation	0.099	0.0837	0.238
	Current business requirements	0.113	0.0602	0.059
	Competition	-0.497	0.1857	0.007
	Adequate information available	-0.091	0.1468	0.536
	Unique system to identify employee training needs	-0.108	0.1041	0.301
(Scale)	0.149			
Design and Implementation of Training Programs	(Intercept)	0.902	0.0334	0
	Measurable objectives	-0.224	0.1337	0.094
	Training calendars	-0.096	0.0959	0.318
	Training method – job rotation	-0.093	0.0763	0.225
	Training method – lecture courses and seminars	-0.428	0.1354	0.002

	Training manuals prepared and distributed in advance	-0.097	0.0918	0.291
	Modified to reflect participant needs	0.098	0.0809	0.224
	Scheduled to the convenience of participants	-0.116	0.0801	0.147
	Build on expert knowledge and best practices	-0.321	0.1677	0.056
	Multiple units, departments or divisions involved	-0.2	0.1136	0.079
	Innovative training practices adopted	0.148	0.075	0.048
	(Scale)	0.122		
Transfer of Training	(Intercept)	0.633	0.0404	0
	Result-based indicators used to assess extent of application	-0.423	0.1529	0.006
	Continuous monitoring	-0.182	0.1358	0.18
	Teamwork used	0.361	0.0792	0
	(Scale)	0.22		
Evaluation of Training Programs	(Intercept)	0.862	0.0333	0
	Usefulness of the program	-0.544	0.1961	0.006
	Extent of learning	-0.501	0.1255	0
	Application of learned practices	-0.267	0.1667	0.109
	Achievement of training objectives	0.112	0.2281	0.622
	Evaluated by interview	-0.058	0.0616	0.347
	Evaluated by questionnaire	0.156	0.0753	0.039
(Scale)	0.118			
Partnering	(Intercept)	0.945	0.0223	0
	Partnership with consultants	-0.201	0.0912	0.027
	Long term partnership	0.091	0.0979	0.35
	Effectiveness monitored	-0.344	0.0728	0
	Financial benefits gained	0.206	0.1051	0.05
	Need based training programs conducted	-0.446	0.0747	0
	Contribution to shared goals	-0.265	0.0858	0.002
	Benefits of cooperative effort shared	-0.179	0.0756	0.018
	(Scale)	0.083		
Financial Support	(Intercept)	0.856	0.0349	0
	Established budgeting procedures	-0.344	0.157	0.028
	Funds allocation based on program priorities	-0.119	0.1181	0.312
	Accurate financial projections	-0.044	0.0856	0.611
	Expenditures modified under shortfalls	-0.096	0.1458	0.508
	Increasing financial support	0.087	0.1824	0.633

	(Scale)	0.161		
Alignment	(Intercept)	0.903	0.0329	0
	Clear understanding of training requirements	-0.437	0.1454	0.003
	Competent in identifying training needs	0.048	0.101	0.637
	Competent in designing and implementing training programs	-0.175	0.1178	0.137
	Competent in evaluating training programs	0.055	0.0956	0.563
	Commitment to organization's mission, goals, and philosophy reflected	-0.083	0.0813	0.306
	Objectives modified based on strategic planning exercise findings	-0.17	0.1013	0.094
	Achievement of strategic objectives tracked	0.068	0.0738	0.359
	Perfect documentation maintained	-0.176	0.0956	0.065
	(Scale)	0.128		

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