

A MONOGRAPH ON AN EXPLORATORY STUDY ON EFFECT OF HIGH PERFORMANCE HR SYSTEM ON THE PERFORMANCE OF EMPLOYEES OF AUTOMOBILE INDUSTRY IN MAHARASHTRA(2010-2017)

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ABSTRACT

This monograph seeks to identify what factors affect employee attitudes regarding the company decision and discusses how these attitudes impact organizational outcomes. The participants, including Managers, Assistant Managers, Supervisors, Foreman, Workers and Office staff, representing organizations that either outsource some or the majority of HR related activities or are providers of HR outsourcing services were involved in the study. The research findings point to three main conclusions: (1) that organisations typically undertake outsourcing of the HR function in order to gain competitive advantage, (2) there is a relationship between the decision-making process of outsourcing and employee attitudes, and (3) organisational policies, including effective communication, being aware of the knowledge perspective of the outsourcing decision, and employee involvement in the decision, can minimum negative emotions, attitudes and behavior towards the outsourcing decision. The research established a range of theoretical and practical recommendations, about the outsourcing decision-making process and the implications on employee perceptions. Many research works on HIWS looked at the impact the systems had on performance, but did not look at how many organizations use HIWS, and whether having a more extensive HIWS with more components has a greater impact on performance than a system with fewer components. Also, previous works did not adequately describe what the key elements of high involvement organizations were, or show whether the sky elements appeared to have an effect on performance. Hence this study has been undertaken in order to investigate the impact of HIWS on organizational performance, particularly employee turnover.

KEYWORDS: *Employee Attitudes, Organizational Performance, Employee Turnover and Employee Perceptions*

INTRODUCTION

The Foundation of Strategic Human Resource Management

(Source: https://etd.ohiolink.edu/rws_etd/document/get/.../inline)

A thorough review of the extant strategic human resource management (SHRM) literature has indicated a major transformation in both the form and function of the human resource management task responsibilities. This shift signifies the evolution from a maintenance function of administrative record keeping into a cross-functional strategic partner that expands the HR role beyond the traditional functional tasks of selection, training, compensation, and performance appraisal. The emerging SHRM paradigm attempts to align HRM functions and activities with the principal strategic goals of the organization to maximize organizational performance and provide a sustainable competitive advantage.

With the need to develop a conceptual foundation for SHRM and distinguish it from the traditional perspective and initiatives of HRM, Wright, and McMahan (1992) defines SHRM as “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (p.298). This definition extends the HRM function beyond the traditional micro-level functional activities and facilitates its identification as an important partner in the strategic orientation of manufacturing firms.

Furthermore, its influence on the strategic direction of the firm highlights the function’s role in facilitating a sustainable competitive advantage and a key driver of value creation.

Researchers within the SHRM field (Huselid, 1995; Wright and McMahan, 1992; Becker and Gerhart, 1996; Delery and Doty, 1996; Becker, Huselid, Ulrich, 2000) have argued that, to maximize firm performance and gain a sustainable competitive advantage, organizations should shift their focus from managing individual employees discretely at a micro-level to managing the workforce as a whole from a broader firm-level macro-level strategic perspective. From a macro-level strategic perspective, HRM researchers have proposed an HPWS as the appropriate administrative method to manage the workforce as a whole. The fundamental elements of an HPWS are the congruent implementation of numerous HRM policies and innovative practices into a logical bundle to recruit, select, compensate, train, communicate, and assign job tasks to the workforce.

Numerous SHRM researchers have empirically confirmed and provided substantial support for the notion that human capital, and the way employees are managed through innovative HRM best-practices or systematic bundles of congruent practices in an HPWS, have a significant positive impact on a variety of firm performance measures and competitiveness. Faeries and Varma (1998) support this notion that “The people emphasis inherent in the HPWS design makes this a superior intervention, especially with regard to the preservation of human capital”.

In regards to SHRM in MCM strategic environments, the strategic role of human resources can be crucial to the maximization of organizational, operational and economic performance given the importance and complexities of achieving a strategic fit between the firm’s mass customization strategic objectives and the corresponding HPWS policies, practices, and activities. Thus, the essential concern for HPWS success is achieving two primary dimensions of fit or alignment, vertical and horizontal, to maximize firm performance and create a sustainable competitive advantage for an organization.

Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

REVIEW OF LITERATURE

A brief review of literature is presented in the following paragraphs.

HRD: A REVIEW OF LITERATURE

- Shaikh T.S. (1978) in his Ph.D. Thesis “**Personnel Policies and Administration in Urban Banks**” reported that forgetting good personnel to Banks all vacancies should be advertised; selection committee should add with expert in it, all interviews must be formally arranged, and proper induction program should be arranged for new

employees. He further stated that there should be a separate Human Resource department, planned training programs, clarified promotion criteria known to all, the scientific performance appraisal system.

- Bhatia S.K. (1986) in their search Article “**Training in Public Enterprises: Future Directions**” reported trend in the area of training in public enterprises in the context of the need to meet the challenges in the public enterprises as, Human Resource training would be the dominating concern; Market changes and competition would be another trust area of an environment change, affecting future training goals; and more emphasis had to be placed on training into attitudes and behavioral changes as compared to skill to bring about a change in work culture. Here commended setting up ‘Training Institute’ for trainers at National level.
- Venkataraman K (1986) in “**Sensitivity Training to Improve Inter-Relations**” focused on experience based learning of employees, in which they work together in small groups to examine the experiences, feeling and behavior. It is said to provide a low-risk environment for a person to experiment with different ways of changing his behavioral pattern. Sensitivity training is an integral part of HRD used for team building and for attaining organizational goals.
- Fernandez Z.B (1987) in his M.phil dissertation “**A Study of the Impact of Co-Operative Training and Education on Management of Co-Operatives in Kolhapur District**” stressed that a practical training is useful to increase the effectiveness of the Co-operatives. He further adds that frequent training for new techniques, and more visits to different co-operative institutions of knowledge will prove to be effective for the employees of co-operatives.
- Kamra P.K. (1987) in the Book “**Co-Operative Management**” mentioned HRM activities in part I and HRD activities such as training, its significance, orientation, in-the-Job training, issues of training, employee participation, and recognition of the union in the part II of the book.
- Kolekar B.D. (1987) in his PhD thesis “**A Study Of HRD In Selected Public Sector Undertakings In Maharashtra And Goa**” suggested to impart long term training, appointing a director (T&D) as a concrete step towards H.R.D., valid and reliable performance evaluation system, and issuing appreciation letters to outstanding employees. The researcher had considered only recruitment, selection, training and development and performance appraisal. He focuses on employee counseling, etc. and uses of computer in the functioning of HRD effectiveness.
- Rao, T.V., Verma K.K., Khandelwal A.K., and E. Abraham S.J. (1988) published the Book, “**Alternative Approaches and Strategies of Human Resource Development**” in which they lay specific emphasis on the basic theme of HRD. This book is a collection of papers presented at the conference of National HRD Network held at Madras between 10th and 13th September 1987. Out of 27 papers, 10 were conceptual and 17 were the experience shared from public and private sector. The delegates were eminent and renowned personalities in the HRD field from public and private sector such as S.Chandra, T.V.Rao and Jerome Joseph, M.B.Puranik, S.Chandrashekhar etc.
- Kurkute A.D (1988), in his PhD. Thesis, “**A Study of Management Practices of Dairy Cooperatives in Satara District (Maharashtra)**”, reported general management practices along with personnel matters of the dairy co-operatives. He found poor employee participation in management, and only on the job training method was used to

train the lower level employees.

- Ravishankar S., Mishra R. K, and Sharma Motilal (1988) in the Book **“Human Resource Development in a Changing Environment”** reported the views and ideas in the paper presented in ‘Indian Society for Training and Development’, at Bombay Chapter. Once the Human Resource is developed, it becomes resourceful for enhancing its effectiveness and can play a vital role in coping with change and innovations.

(Source:http://shodhganga.inflibnet.ac.in/bitstream/10603/3705/13/13_chapter%203.pdf)

RESEARCH METHODOLOGY

Rationale of the Study

This research study seeks to identify what factors affect employee attitudes regarding the company decision, and discusses how these attitudes impact organizational outcomes.

The participants, including Managers, Assistant Managers, Supervisors, Foreman, Workers and Office staff representing organizations that either outsource some or the majority of HR related activities or are providers of HR outsourcing services were involved in the study.

The research findings point to three main conclusions: (1) that organisations typically undertake outsourcing of the HR function in order to gain competitive advantage, (2) there is a relationship between the decision-making process of outsourcing and employee attitudes, and (3) organizational policies, including effective communication, being aware of the knowledge perspective of the outsourcing decision, and employee involvement in the decision, can minimum negative emotion, attitudes and behavior towards the outsourcing decision.

The research established a range of theoretical and practical recommendations, about the outsourcing decision-making process and the implications on employee perceptions.

STATEMENT OF PROBLEM

HIWS (High Involvement Work Systems) are multi farious and complex to precisely define. Many authors disagree on exactly what components, these systems contain, and how these components interrelate. The term ‘high performance’ is used by some authors to reflect, what they feel is the impact that these systems have on the organization and on organizational performance. Other author’s prefer to use the term ‘high involvement’ to reflect their view that the systems are fundamentally about involving employees in the running of the organization. Some authors describe employee involvement and empowerment of employees with in an organization in a similar way to high involvement or high performance organizations.

In the present research, HIWS will be defined as using four dimensions of power, information, rewards and knowledge.

Many research works on HIWS looked at the impact the systems had on performance, but did not look at how many organizations use HIWS, and whether having a more extensive HIWS with more components has a greater impact on performance than a system with fewer components. Also previous works did not adequately describe what the key elements of high involvement organizations were, or show whether these key elements appeared to have an effect on performance.

Hence this study has been undertaken in order to investigate the impact of HIWS on organizational performance, particularly employee turnover.

OBJECTIVE OF THE STUDY

- To study the impact of performance management system on the behavior of employees
- To study the perception of employees about task performance.
- To study the various roles played by employees in an organization as a part of HR practice.
- To examine whether job autonomy will moderate the relationship between HR practices and interpersonal facilitation, job dedication and task performance.
- To determine the major factors that influence the decision to outsource HR activities;
- To identify the factors which affect employee attitudes regarding the outsourcing decision
- To determine how these employee attitudes impact on the uptake and likely success of the outsourcing decision.

Research Design

A research design is a statement or requirement of the methods and procedures used for managing the information needed for the solution of the specific problems. It provides a particular framework for performing a research.

Although the research design is categorized into many criteria, the most practical one concerns the major purpose of the examination. On the basis, research design can be classified into three classes – exploratory, descriptive and casual. If no proper design or questionnaires are used, exploratory design is used. If the person is acquainted with the problem environment, or is conducting a research for some specific reason using a structural questionnaire to gather information, the research design is described. In descriptive studies and also casual studies, data analysis and project output are critical aspects of research planning. This study uses descriptive designs.

The Sampling Technique

Zikmund (2003) identified simple random sampling as the best-known probability sample and every element in the population has an identical chance of being selected. Thus, the simple random sampling method was used in this study.

The Target Population/ Universe of Study

In India, 2,814,584 is the passenger vehicle production and 722,199 is a commercial vehicle production. Maharashtra is a major hub of India's automotive sector. Maharashtra accounts for approximately 38% of the country's output of automobiles by value. Major automobile clusters in the state are Pune, Nashik, Aurangabad and Nagpur. The state is the leading producer of heavy and commercial vehicles in the country. Major OEMs and auto ancillary units such as Daimler Chrysler, Fiat, Skoda Auto, John Dierre, Tata Motors, Mahindra & Mahindra, Bajaj Auto, Kinetic Engineering, and Bharat Forge, have their presence in the state. Pune is the largest auto hub of India with over 4,000 manufacturing units only in Pimpri-Chinchwad region. Auto & auto Ancillaries contributes to 9% of Maharashtra's manufacturing strength.

Pune is home to large players like Bajaj Auto Limited, Daimler Chrysler Limited, Tata Motors, etc. Nashik is home to India's largest multi-utility vehicle manufacturer, Mahindra & Mahindra Limited.

(Source: <http://www.midindia.org/Sector%20Profile/Auto-Auto%20Ancillary%20Sector.pdf>, last accessed on 29-6-2017)

The sample size for this study will consist of approximately 1000 employees out of 50 automobile companies in Maharashtra, selected using the cluster sampling method.

The Sample Size

Major automobile clusters in the state are Pune, Nashik, Aurangabad and Nagpur

Major Companies

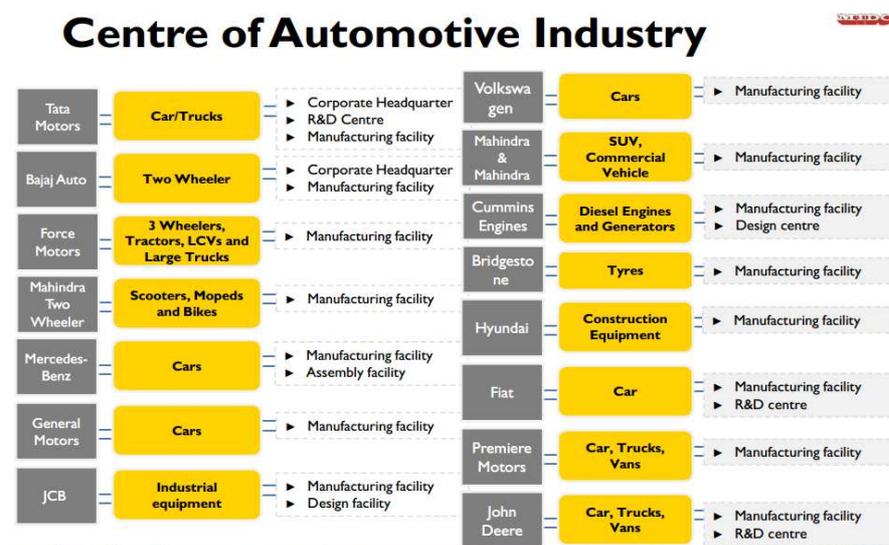


Figure 2

(Source: <http://www.midindia.org/Sector%20Profile/Auto-Auto%20Ancillary%20Sector.pdf>, last accessed on 29-6-2017)

Table 1

Major Automobile Cluster	Actual Automobile Manufacturing Companies	Sample Size	Respondents
Pune	91	32	640
Nashik	29	10	200
Aurangabad	18	06	120
Nagpur	05	02	40
Total	144	50	1000

(Source: <http://www.indiacom.com/yellow-pages/automobile-manufacturers/Maharashtra>)

The sample size for this study will consist of approximately 1000 employees at different levels of 50 automobile companies in Maharashtra.

Table 2

Major Automobile Cluster	Manager	Assistant Manager	Supervisor	Foreman	Workers & Office Staff	Total Respondents
Pune	32	32	32	32	512	640
Nashik	10	10	10	10	160	200
Aurangabad	6	6	6	6	86	120
Nagpur	2	2	2	2	32	40
Total= 1000						

Variables of the Study

Independent Variables

Power, Information, Reward, Knowledge

Dependent Variables

Employee Turnover, Organizational performance, Labor Productivity

Research Hypothesis for the Study

Following the hypothesis shall be considered for this study:

Null Hypothesis

H₀₁: High performance HR systems are not positively related to interpersonal facilitation

H₀₂: High performance HR systems are not positively related to job dedication

H₀₃: High performance HR systems are not positively related to task performance

H₀₄: Perceptions of job autonomy will not moderate the relationships between HR practices and interpersonal facilitation, job dedication, and task performance.

H₀₅: Perceptions of procedural justices are not positively related to task performance.

Alternate Hypothesis

H₁₁: High performance HR systems are positively related to interpersonal facilitation

H₁₂: High performance HR systems are positively related to job dedication

H₁₃: High performance HR systems are positively related to task performance

H₁₄: Perceptions of job autonomy will moderate the relationships between HR practices and interpersonal facilitation, job dedication, and task performance.

H₁₅: Perceptions of procedural justices are positively related to task performance.

DATA ANALYSIS AND INTERPRETATION

Test of Hypothesis

H11: High performance HR systems are not positively related to interpersonal facilitation.

For testing this hypothesis Linear regression is used. It is used when we want to predict the value of a variable based on the value of another variable. The variable we want to predict is called the dependent variable (or sometimes, the outcome variable). The variable we are using to predict the other variable's value is called the independent variable (or sometimes, the predictor variable).

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.237 ^a	.056	.055	.970

a. Predictors: (Constant), formal performance appraisal for employees

The first table of interest is the **Model Summary** table. This table provides the R and R² value. The R value is 0.237, which represents the simple correlation. It indicates a low degree of correlation. The R² value indicates how much of the dependent variable, "Mgt. And employee relationship", can be explained by the independent variable, "formal performance appraisal for employees". In this case, 5.6% can be explained, which is very low.

Table 4: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	55.808	1	55.808	59.277	.000 ^b
	Residual	939.583	998	.941		
	Total	995.391	999			

a. Dependent Variable: mgt and employee relationship
b. Predictors: (Constant), formal performance appraisal for employees

The next table is the **ANOVA** table. This table indicates that the regression model predicts the outcome variable significantly well. The "Regression" row and the **Sig.** Column indicates the statistical significance of the regression model that was applied. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable.

The table below, **Coefficients**, provides us with information on each predictor variable. This gives us the information we need to predict mgt. and employee relationship and formal performance appraisal for employees. We can see that both the constant and formal performance appraisal for employees contribute significantly to the model (by looking at the **Sign.** Column). By looking at the **B** column under the **Unstandardized Coefficients** column, we can present the regression equation as:

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sigh.
		B	Std. Error	Beta		
1	(Constant)	1.359	.107		12.717	.000
	Formal performance appraisal for employees	.256	.033	.237	7.699	.000

a. Dependent Variable: mgt and employee relationship

Mgt.And employee relationship = 1.359+0.256 (formal performance appraisal for employees)

The p-value is the probability (area). When we are conducting a test, we first state α value (significance level). If the p-value is less than the stated α value, then the null hypothesis of equality cannot be accepted in favor of the alternate hypothesis. A p-value of 0.000 is not really "zero" but is less than the decimal places shown and the null hypothesis cannot be accepted and alternate hypothesis H01: High performance HR systems are positively related to interpersonal facilitation, are accepted.

H12: High performance HR systems are not positively related to job dedication

For testing this hypothesis Linear regression is used.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.108 ^a	.012	.011	1.012

a. Predictors: (Constant), formal performance appraisal for employees

The first table of interest is the **Model Summary** table. This table provides the R and R² value. The R value is 0.108, which represents the simple correlation. It indicates a low degree of correlation. The R² value indicates how much of the dependent variable, "employee influence on the way of working", can be explained by the independent variable, "formal performance appraisal for employees". In this case, 1.2 % can be explained, which is very low.

Table 7: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sigh.
1	Regression	11.961	1	11.961	11.675	.001 ^b
	Residual	1022.478	998	1.025		
	Total	1034.439	999			

a. Dependent Variable: employee influence on their way of working
 b. Predictors: (Constant), formal performance appraisal for employees

The next table is the **ANOVA** table. This table indicates that the regression model predicts the outcome variable significantly well. The "Regression" row and the **Sigh.** Column indicates the statistical significance of the regression model that was applied. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable.

The table below, **Coefficients**, provides us with information on each predictor variable. This gives us the information we need to predict employee influence on their way of working and formal performance appraisal for employees. We can see that both the constant and formal performance appraisal for employees contribute significantly to the model (by looking at the **Sigh.** Column). By looking at the **B** column under the **Unstandardized Coefficients** column, we can present the regression equation as:

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sigh.
		B	Std. Error	Beta		
1	(Constant)	1.716	.111		15.395	.000
	Formal performance appraisal for employees	.119	.035	.108	3.417	.001

a. Dependent Variable: employee influence on their way of working

Employee influence on their way of working = 1.716 + 11.9 (formal performance appraisal for employees)

The p-value is the probability (area). When we are conducting a test, we first state α value (significance level). If the p-value is less than the stated α value, then the null hypothesis of equality cannot be accepted in favor of the alternate hypothesis. A p-value of 0.000 is not really "zero" but is less than the decimal places shown and the null hypothesis cannot be accepted and alternate hypothesis H02: High performance HR systems are positively related to job dedication

H13: High Performance HR Systems are not Positively Related to Task Performance

For testing this hypothesis Linear regression is used.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265 ^a	.070	.069	.956

a. Predictors: (Constant), formal performance appraisal for employees

The first table of interest is the **Model Summary** table. This table provides the R and R² value. The R value is 0.265, which represents the simple correlation. It indicates a low degree of correlation. The R² value indicates how much of the dependent variable, "flexibility to move an employee from one job to another", can be explained by the independent variable, "formal performance appraisal for employees". In this case, 7.0 % can be explained, which is very low.

Table 10: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sigh.	
1	Regression	68.817	1	68.817	75.328	.000 ^b
	Residual	911.739	998	.914		
	Total	980.556	999			

a. Dependent Variable: flexibility to move an employee from one job to another
b. Predictors: (Constant), formal performance appraisal for employees

The next table is the **ANOVA** table. This table indicates that the regression model predicts the outcome variable significantly well. The "Regression" row and the **Sigh.** Column indicates the statistical significance of the regression model that was applied. Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable.

The table below, **Coefficients**, provides us with information on each predictor variable. This gives us the information we need to predict flexibility to move an employee from one job to another and formal performance appraisal for employees. We can see that both the constant and formal performance appraisal for employees contribute significantly to the model (by looking at the **Sigh.** Column). By looking at the **B** column under the **Unstandardized**

Coefficients column, we can present the regression equation as:

Table 11: Coefficients^a

Model		UnStandardized Coefficients		Standardized Coefficients	t	Sigh.
		B	Std. Error	Beta		
1	(Constant)	1.587	.105		15.075	.000
	Formal performance appraisal for employees	.284	.033	.265	8.679	.000

a. Dependent Variable: flexibility to move an employee from one job to another

Flexibility to move an employee from one job to another = 1.587 + 0.284 (formal performance appraisal for employees)

The p-value is the probability (area). When we are conducting a test, we first state α value (significance level). If the p-value is less than the stated α value, then the null hypothesis of equality cannot be accepted in favor of the alternate hypothesis. A p-value of 0.000 is not really "zero" but is less than the decimal places shown and the null hypothesis cannot be accepted and alternate hypothesis H03: High performance HR systems are positively related to task performance.

H14: Perceptions of job autonomy will not moderate the relationships between HR practices and interpersonal facilitation, job dedication, and task performance.

To test this hypothesis MANOVA is used. This test is used when there are two or more related Dependent Variables while controlling for the correlation between the Dependent Variables.

Table 12: Multivariate Tests^a

Effect	Value	F	Hypothesis df	Error df	Sigh.	Noncent. Parameter	Observed Power ^d	
Intercept	Pillai's Trace	.953	6752.487 ^b	3.000	990.000	.000	20257.462	1.000
	Wilks' Lambda	.047	6752.487 ^b	3.000	990.000	.000	20257.462	1.000
	Hotelling's Trace	20.462	6752.487 ^b	3.000	990.000	.000	20257.462	1.000
	Roy's Largest Root	20.462	6752.487 ^b	3.000	990.000	.000	20257.462	1.000
Purpose of appraisal	Pillai's Trace	.704	43.416	21.000	2976.000	.000	911.735	1.000
	Wilks' Lambda	.397	51.441	21.000	2843.296	.000	1026.499	1.000
	Hotelling's Trace	1.276	60.082	21.000	2966.000	.000	1261.725	1.000
	Roy's Largest Root	1.059	150.061 ^c	7.000	992.000	.000	1050.425	1.000

a. Design: Intercept + purpose of appraisal
 b. Exact statistic
 c. The statistic is an upper bound on F that yields a lower bound on the significance level.
 d. Computed using alpha = .05

These four numbers give you the p-values for the four different multivariate tests. These results tell if there is a significant effect of the Individual Variables on all of the Dependent Variables, considered as a group. Here the "overall, is there a significant effect of Purpose of appraisal (HR practices) on some set of variables (interpersonal facilitation, job dedication, and task performance), as a group," is supposed to be determined and hence MANOVA is used.

In this case ($p < .05$), so we can conclude that Perceptions of job autonomy will moderate the relationships between HR practices and interpersonal facilitation, job dedication, and task performance.

The second part of the results section.

This gives *univariate* tests for the effects of HR practices on *each of the* different Dependent Variables, interpersonal facilitation, job dedication, and task performance.

This table is several *F*-test tables, all stacked on top of one another.

Table 13: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sigh.	Noncent. Parameter	Observed Power ^d
Corrected Model	Mgt and employee relationship	93.171 ^a	7	13.310	14.635	.000	102.442	1.000
	Employee influence on their way of working	516.958 ^b	7	73.851	141.571	.000	990.998	1.000
	Flexibility to move an employee from one job to another	154.774 ^c	7	22.111	26.561	.000	185.927	1.000
Intercept	Mgt and employee relationship	3769.695	1	3769.695	4144.818	.000	4144.818	1.000
	Employee influence on their way of working	3318.398	1	3318.398	6361.299	.000	6361.299	1.000
	Flexibility to move an employee from one job to another	4945.342	1	4945.342	5940.765	.000	5940.765	1.000
Purpose of appraisal	Mgt and employee relationship	93.171	7	13.310	14.635	.000	102.442	1.000
	Employee influence on their way of working	516.958	7	73.851	141.571	.000	990.998	1.000
	Flexibility to move an employee from one job to another	154.774	7	22.111	26.561	.000	185.927	1.000
Error	Mgt and employee relationship	902.220	992	.909				
	Employee influence on their way of working	517.481	992	.522				
	Flexibility to move Employee from one job to another	825.782	992	.832				
Total	Mgt and employee relationship	5605.000	1000					
	employee influence on their way of working	5365.000	1000					
	flexibility to move employee from one job to another	7042.000	1000					
Corrected Total	Mgt and employee relationship	995.391	999					

	employee influence on their way of working	1034.439	999					
	flexibility to move employee from one job to another	980.556	999					
a. R Squared =.094 (Adjusted R Squared =.087)								
b. R Squared =.500 (Adjusted R Squared =.496)								
c. R Squared =.158 (Adjusted R Squared =.152)								
d. Computed using alpha =.05								

Here the p-values tell about that HR practices had a significant effect on Mgt and employee relationship (p=0.000), employee influence on their way of working (p=0.000) and flexibility to move an employee from one job to another (p=0.000).

The p-value is the probability (area). When we are conducting a test, we first state α value (significance level). If the p-value is less than the stated α value, then the null hypothesis of equality cannot be accepted in favor of the alternate hypothesis. A p-value of 0.000 is not really "zero" but is less than the decimal places shown and the null hypothesis cannot be accepted and alternate hypothesis H14: Perceptions of job autonomy will moderate the relationships between HR practices and interpersonal facilitation, job dedication, and task performance.

H15: Perceptions of procedural justices are not positively related to task performance.

To test this hypothesis MANOVA is used.

Table 14: Multivariate Tests^a

	Effect	Value	F	Hypothesis df	Error df	Sigh.	Noncent. Parameter	Observed Power ^d
Intercept	Pillai's Trace	.961	4914.487 ^b	5.000	988.000	.000	24572.433	1.000
	Wilks' Lambda	.039	4914.487 ^b	5.000	988.000	.000	24572.433	1.000
	Hotelling's Trace	24.871	4914.487 ^b	5.000	988.000	.000	24572.433	1.000
	Roy's Largest Root	24.871	4914.487 ^b	5.000	988.000	.000	24572.433	1.000
Purpose of appraisal	Pillai's Trace	.803	27.125	35.000	4960.000	.000	949.380	1.000
	Wilks' Lambda	.394	29.471	35.000	4158.570	.000	852.174	1.000
	Hotelling's Trace	1.094	30.824	35.000	4932.000	.000	1078.827	1.000
	Roy's Largest Root	.467	66.239 ^c	7.000	992.000	.000	463.673	1.000
a. Design: Intercept + purposeofthe appraisal								
b. Exact statistic								
c. The statistic is an upper bound on F that yields a lower bound on the significance level.								
d. Computed using alpha =.05								

These four numbers give you the p-values for the four different multivariate tests. These results tell if there is a significant effect of the Individual Variables on all of the Dependent Variables, considered as a group. Here the "overall, is there a significant effect of Purpose of appraisal (Perceptions of procedural justices) on some set of variables (flexibility to move an employee from one job to another, Time for employees to offer their views in meeting, Committees for consultation, Channels for suggestion, Survey on employees view), as a group," is supposed to be determined and hence MANOVA is used.

In this case (p < .05), so we can conclude that Perceptions of job autonomy will moderate the relationships between

Purpose of appraisal (Perceptions of procedural justices) and flexibility to move an employee from one job to another, Time for employees to offer their views in meeting, Committees for consultation, Channels for suggestion, Survey on employees view.

The second part of the results section.

This gives *univariate* tests for the effects of HR practices on *each of the* different Dependent Variables, flexibility to move an employee from one job to another, Time for employees to offer their views in meeting, Committees for consultation, Channels for suggestion, Survey on employees view.

This table is several *F*-test tables, all stacked on top of one another.

Table 15: Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Noncent. Parameter	Observed Power ^f
Corrected Model	flexibility to move employee from one job to another	154.774 ^a	7	22.111	26.561	.000	185.927	1.000
	Time for employees to offer their views in meeting	83.013 ^b	7	11.859	23.652	.000	165.563	1.000
	Committees for consultation	38.063 ^c	7	5.438	25.626	.000	179.381	1.000
	Channels for suggestion	25.082 ^d	7	3.583	17.721	.000	124.048	1.000
	Survey on employees view	31.572 ^e	7	4.510	20.996	.000	146.969	1.000
Intercept	flexibility to move employee from one job to another	4945.342	1	4945.342	5940.765	.000	5940.765	1.000
	Time for employees to offer their views in meeting	4912.424	1	4912.424	9797.448	.000	9797.448	1.000
	Committees for consultation	1770.903	1	1770.903	8345.813	.000	8345.813	1.000
	Channels for suggestion	1483.303	1	1483.303	7335.851	.000	7335.851	1.000
	Survey on employees view	1718.875	1	1718.875	8001.544	.000	8001.544	1.000
Purpose of appraisal	flexibility to move employee from one job to another	154.774	7	22.111	26.561	.000	185.927	1.000
	Time for employees to offer their views in meeting	83.013	7	11.859	23.652	.000	165.563	1.000
	Committees for consultation	38.063	7	5.438	25.626	.000	179.381	1.000
	Channels for suggestion	25.082	7	3.583	17.721	.000	124.048	1.000
	Survey on employees view	31.572	7	4.510	20.996	.000	146.969	1.000
Error	flexibility to move employee from one job to another	825.782	992	.832				
	Time for employees to offer their views in meeting	497.387	992	.501				
	Committees for consultation	210.493	992	.212				
	Channels for suggestion	200.582	992	.202				
	Survey on employees view	213.099	992	.215				
Total	flexibility to move employee from one job to another	7042.000	1000					
	Time for employees to offer their views in meeting	6632.000	1000					
	Committees for consultation	2386.000	1000					
	Channels for suggestion	2032.000	1000					
	Survey on employees view	2281.000	1000					
Corrected Total	flexibility to move employee from one job to another	980.556	999					

	Time for employees to offer their views in meeting	580.400	999					
	Committees for consultation	248.556	999					
	Channels for suggestion	225.664	999					
	Survey on employees view	244.671	999					
a. R Squared =.158 (Adjusted R Squared =.152)								
b. R Squared =.143 (Adjusted R Squared =.137)								
c. R Squared =.153 (Adjusted R Squared =.147)								
d. R Squared =.111 (Adjusted R Squared =.105)								
e. R Squared =.129 (Adjusted R Squared =.123)								
f. Computed using alpha =.05								

Here the p-values tell about that Purpose of appraisal (Perceptions of procedural justices) had a significant effect on flexibility to move an employee from one job to another ($p=0.000$), Time for employees to offer their views in a meeting ($p=0.000$), Committees for consultation ($p=0.000$), Channels for suggestion, Survey on employees view ($p=0.000$).

The p-value is the probability (area). When we are conducting a test, we first state α value (significance level). If the p-value is less than the stated α value, then the null hypothesis of equality cannot be accepted in favor of the alternate hypothesis. A p-value of 0.000 is not really "zero" but is less than the decimal places shown and the null hypothesis cannot be accepted and alternate hypothesis H15: Perceptions of procedural justices are not positively related to task performance.

CONCLUSIONS

A superior high involvement work system (HIWS) is one that involves and engages employees in such a way that they are working at most favorable productive level. Information should be accessible to employees in the organization, but the information should not be at a level that overpower employees or divert them.

Some employees only need basic information, open communication channels and fair remuneration feel involved and valued in the organization. Plentiful information given to the employees may make them feel like the organization is 'off-loading' rather than looking for contributors. The risk with this kind of system may only be that comes with 'additional features that no one uses'.

Labor Productivity Appears To Benefit from Information Distribution

This may merely be an employee understanding where they fit in the organizational structure or judicious feedback improving overall production efficiency. Whether it is part or a HIWS or part of the organizational policy, judicious and pertinent information distribution appears to be beneficial to organizations. Employees, who do feel they have the ability and motivation to participate more fully in an organization, are likely to feel more valued and respected. This can infer into increased productivity for the organization, and may help to retain employees in the long term.

The way employees are rewarded within the organization for better participation and involvement also appears to be an area organization may need to develop. Most of the organizations in the survey had either only one or none of the reward systems associated with HIWS. This could reflect that organizations use different systems in combination with HIWS or that these particular reward systems are not well understood within the organizational environment.

Organizations need to have support systems in place for HIWS to perform properly. These may need to include recruitment and selection procedures to attract employees who wish to contribute fully to an organization. Some potential employees may also need to be 'trained' into a culture of high involvement, rather than expecting them to fit in without support.

It would seem beneficial for the organization to build HIWS into their core values from the very beginning. If HIWS are adopted from the beginning, this decreases the amount of resources that will be needed to accept them later. This may be especially important given the current sociological climate. Individuals are more likely to expect to be involved in the organization in some way. This attitude can lead to a form of lack of concern towards 'innovative' and 'progressive' human resource practices as employees come to view them more as a right rather than an opportunity.

Provided the HIWS has components from each of the four areas of Power, Information, Rewards, and Knowledge, it must come close to being described as 'high involvement'. This would allow the organization to specify how essential the system was to its overall functioning and financial performance. The number of variables utilized from each area, and the significance placed on these, could allow the organization to vary the degree of involvement from 'low' to 'high' involvement. Often organizations with few employees may view a system with too many options as a redundant complication rather than an impending assets. The ability to modify the system to a specific organization may make it more feasible for smaller organizations to execute.

Managing Implications

For a HIWS to function properly in the organization, managerial support is required. If organizations pursue a complete recruitment and selection procedure with managerial support, managers may be more likely to trust the employees, and feel more comfortable with the devolution of sensitive material.

Training can also be of support in improving any potential reservations that managers may have about a HIWS. If employees are trained in basic employment regulations and expectations, managers may be more likely to allow the employees, especially in supervisory roles, to make higher-level decisions, an area that almost half of the organizations in the survey failed to score in.

Managers need to look at how HIWS are executed and used in the organization. Managers also need to be conscious of the potential costs that are connected with implementing new systems, and understand that it is the long-term benefits that should be the focus of organizational change, not any possible short-term financial returns. It is the investment in human capital in the short-term that will lead to much greater results for the organization in the future. Unfortunately, many organizations choose to take up managers on a contractual basis that generally have short term performance pointer linked to financial rather than 'human' successes.

Information and feedback given to employees emerge to improve the overall productivity of an organization and could be an area for managerial development. It would appear to be that where an information system was initiated, that it could be maintained with negligible effort but potentially many gains in productivity.

Management also needs to be aware that not all employees want to be fully occupied in the organization. Those that do wish to be fully occupied in the organization need to feel protected enough in the culture of the organization to be able to have right to be heard, concerns and put forward suggestions about the ways to rationalize the work processes.

SUGGESTIONS

Highly Involved Works System could also be examined in an industry specific context within the organizations. Whether this system is applicable to the context of Maharashtra that could be explored.

HIWS require a longitudinal study over at least a few years to be able to show any true benefits that the systems may construct. Environmental macro factors such as economic and labor factors that may influence financial performance are required to be monitored. More qualitative and quantitative study, research needs to be undertaken in the area of HIWS to observe how organizations design and execute systems. Implementation and transmission appear to be key to successful HIWS, but little qualitative research has been done on how individually their function in the organization.

There emerges to be a restricted amount of research into how unionized workplaces improve or demolish HIWS in general and no research on the phenomenon in Maharashtra.

More research needs to be performed about the role unions now play in organizations when it comes to executing new human resource practices, as the workplace and society become increasingly individualized.

When conducting further research, there needs to be an addition of variables that are universally considered to be part of HIWS, but permit for more open questions that may direct to more insight into how organizations are functioning and developing; this may lead to probable improvement in the area of HIWS. Most systems are mixtures, and there is the potential for these mixtures to generate newer more effective practices.

For organizations looking for a competitive edge in an increasingly ruthless business environment, employee development is a key to success. It is very difficult to duplicate and replicate systems that have human factors involved, especially if employees are used to produce a unique system that can frequently allow the organization to construct an individual advantage in the marketplace.

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