

Success of a business organization depends upon its capability to realise the human potential to the fullest. The future would be lying in new competencies, methods, strategies and value creating processes. Although by now it is accepted that human resource is the most valuable asset of an organization we have not succeeded in assessing the value of this asset and show it in the balance sheet though there had been a number of attempts. Absence of information regarding human capital was seen a serious handicap to decision making both for the managers and for investors (Srivastava 1979: 83) and for human resource development process itself. Following were some of the controversies that have become hindrances to the very concept of human asset and to the process of human audit (Khandelwal 1979):

- a) Since human beings can't be owned by others it is wrong to use the term 'Asset' without legal ownership. Again it can't be even said that services of an employee are owned by an employer during his employment in the enterprise.
- b) While it may be possible to conceive the resource of an employee or his service, the potential dimension of an employee cannot be conceived or predicted. Hence, it is difficult to assess or account the same in terms of any tangible methods. At the most human potential can be qualitatively valued.
- c) To be valued as an asset an item should be capable of being valued with a reasonable degree of objectivity and it should be capable of substantiation at the time of audit. Human beings do not meet with any of this requirement. Hence, how can they be shown as assets?
- d) The term 'asset' implies some realizable value once out of use. Human resources have no realizable value. In turn they actually involve expenditure in terms of payment of retrenchment compensation, gratuity and other terminal benefits at the time of retirement. While the employer does not receive anything on the termination of the services or on retirement of an employee.
- e) Calling 'human resources' as assets is against human dignity as human beings are much more than resources.

The study was conducted to explore how effective is HRD Audit as OD tool, what were the issues for making it success in organisation through exploring the factors affecting it. It also explored how and what role HR should play in order to make the intervention success.

The study found that effectiveness of HRD was likely to be high in those organizations where the HRD chief / top HR is committed to HRD. It also explored that organisations with positive management style were utilizing HRD audit as a tool for change and advancement in HRD. It observed further that there existed a direct relation with regard to management styles and HRD effectiveness. In the current sample, OB had the highest score for the average best styles (70 out of 100) followed by organisational culture (OC,67 out of 100). The same was observed in the HRD effectiveness variables (HRD Climate, systems, culture and function). Here too OB has scored highest on all dimensions followed by OC. Finally; it found that those organizations which have a good HRD development profile were likely to utilize the HRD audit interventions to bring about HRD oriented changes.

The belief that Human Resource (HR) management and development practices have linkages with organizational level outcomes has been focus of the theoretical and conceptual work undertaken by Peters and Waterman (1982), Porter (1985), and Lawler (1986). Recent empirical work has highlighted the connections between HR practices like selection, performance appraisal, training, job design, promotions, information sharing, attitude surveys, incentive system and employee participation, and organization level outcomes like employee turnover, productivity, and financial performance (Delaney et al. 1989; Schuler, 1989; Ichniowski, 1990; Kleiner, 1990; Begin, 1991; MacDuffie and Krafcik, 1992; Arthur, 1994; Pfeffer, 1994; Huselid, 1995; Ostroff, 1995). However, there is no evidence of prior empirical work in the Indian context focusing on relationship between HR practices and organizational level outcomes. It is in this context that present study was undertaken to explore the existence and seek confirmation of relationship between HR practices and organizational performance.

The broad objective of this study was:

- To arrive at an understanding of the extent of adoption of HR practices in Indian organizations, and also the relationship between these practices and organizational performance both-objective and perceived.

The present study was undertaken with the following research questions:

- 1) How many of, and how far, the selected HR practices have been implemented by the organizations under study? Do they place different degrees of emphasis on these?
- 2) What is the impact of HR practices on measures of objective organisational performance, individually, together, and in interaction with each other ?
- 3) What is the impact of HR practices on measures of perceived organizational performance, individually, together, and in interaction with each other?
- 4) What are the key HR practices which if earnestly implemented, are likely to increase organizational performance as indicated by objective as well as perceived measures?
- 5) Do high performing organizations differ from low performing organizations in terms of the strategic importance accorded to HR function as evidenced by the HR-Business Strategy linkages and use of Human Resources Information System, Human Resources Costing Procedures, and Human Resources Planning and Forecasting techniques?

To answer the above questions, the present study was carried out through a mail survey questionnaire method. The questionnaire used in the present study was an adoption of the questionnaire developed by Huselid (1993). The universe for the study was Business Today (BT) 500 organizations. Using the criterion of selecting only those organizations which figured consecutively in the BT 500 list during the years 1995, 1996 and 1997. A sample of 359 organizations emerged. Finally, 84 organizations responded with the filled questionnaire, and thus the overall response rate was 23.40%.

The major findings of the study were:

- 1) The analysis of data shows that all the HR practices selected for the current study have been adopted by the organizations though the proportion of employees in an organization covered by such practices is low. This means that application of HR practices is often partial, not covering all categories of employees.
- 2) Both extensity and intensity measures of HR practices individually appear to be related to objective and perceived organizational performance. This is evidenced by explaining a significant variation in all the measures of the objective and perceived organizational performance by individual HR practices. It indicates that relationships of individual HR practices with all the measures of objective and perceived organizational performance are statistically significant.

- 3) The result shows that *extensity* and *intensity* measures of all HR practices together do not explain a significantly higher variation in the measures of objective and perceived organizational performance as compared to the variation explained by individual HR practices.
- 4) The interaction of HR practices does not result in explaining higher variation in the measures of objective organizational performance. However, in the case of perceived organizational performance, interaction explains a significant variation in dependent variable, though the magnitude is low.
- 5) HR function still does not appear to have acquired the status of a strategic function as evidenced by the organizations participating in the study, though there appears to be a positive trend in this direction.
- 6) The use of HR practices like human resources information system, human resources costing procedures, and human resources forecasting techniques is not widely prevalent among the organizations and thus HR management and development have not yet reached a state of sophistication extensively.
- 7) High performing organizations appear to emphasize the HR-business strategy linkages to a greater degree than low performing organizations. This is evidenced by large number of organizations from high performing category having a person from HR function as the member of business planning committee, involvement of HR department in strategic planning process etc.

The present study was an exploratory study. The findings of the study need further confirmation on larger samples. However, the implications of the same seem to be substantial. At the end of the dissertation, major implications for practitioners and future research issues have been indicated.

A STUDY OF RELATIONSHIP BETWEEN STRATEGIC RESPONSES OF ORGANIZATIONS (SRO) AND WORKER DEVELOPMENT SYSTEM VARIABLES (WDSV)

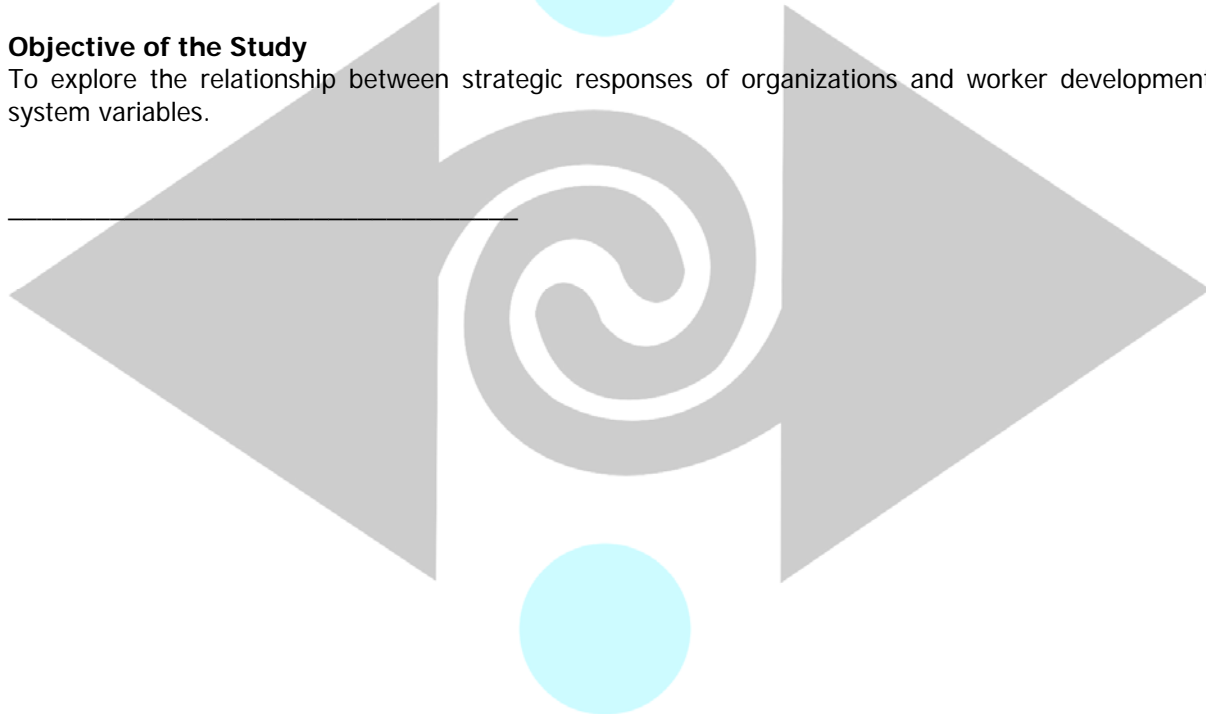
SRINIVASA RAO KANDULA

With unprecedented turbulence in environment fuelled by globalisation, liberalisation, and technological and market changes, organizations are making many strategic responses through redefining their portfolios, processes, systems and structures. At operational level, these responses are (i) *portfolio related strategic responses* (Mergers and Acquisitions, Demergers, Diversification, Share Buy-back, Divestiture, Disinvestment, Joint venture, Collaboration), (ii) *process related strategic responses* (Quality Strategy, International Quality Certification, JIT, Benchmarking, Core Competence, Setting Vision and Mission, Cost Effective Strategy, Asset Utilisation, Technology, R&D, IT, Project Management System and Marketing Strategy) and (iii) *structure related strategic responses* (Strategic Business Units, Matrix Structures and Flat Organizational Structures).

The significance of worker development issues in planning and implementation of strategic responses is a subject of great interest to many, including academicians and practitioners of strategic management in general and HRD in particular. However, no significant prior empirical work focusing on the linkages between strategic responses and worker development is available and the existing literature too is predominantly anecdotal and prescriptive in nature. In this backdrop, an exploratory study was conducted to fill up the gap in the existing body of HRD literature.

Objective of the Study

To explore the relationship between strategic responses of organizations and worker development system variables.



The programs on sensitivity talks about increase in self-awareness, identification of strengths and weaknesses, integration of self-learning and planning for change. As it had not been stated in behavioural terms, it is not possible to comment on the effectiveness or otherwise for the program. The current study addressed following research questions:

- Is there something inherently wrong in the way Sensitivity Training is given in the Bank?
- Is it possible that Sensitivity Training is not successful in a 'Cousin Lab' setting?
- Is it possible the Sensitivity Training has failed because the T-Group technology is not suitable for the Indian culture?
- Does the fault lie with the quality of facilitators?
- Is it on account of non-specific objectives of a program that the Sensitivity Training has not delivered?
- Could it be that the participants are not motivated to learn or the duration of the program is not sufficient?
- Is it possible that the participants are not receiving sufficient support in the job setting, which has led to the failure of Sensitivity Training?
- Is feedback about one's behaviour and subsequent goal setting sufficient to bring about behavioural changes?
- Is Sensitivity Training not successful because it fails to change all the participants?
- Has Sensitivity Training failed because we are not goal-focused?

The study was based on data from two staff colleagues taking them as two separate case studies. The sample consisted of the officers who had undergone the sensitivity training. It found that Sensitivity Training as given in the two staff colleges of the banks which been able to bring about significant positive behavioural changes visible to the work associates of the persons trained, 17 to 18 months after training. The participants felt that the Sensitivity Training had helped them immensely, personally as well as officially, which was revealed by their interviews. They also believed that their sensitivity towards others has increased to a great extent, which is evident from their self-report scores.

Regarding durability of behavioural changes, if go by self-reports, it was found that there had been improvements which has taken place. It was also inferred from the data collected from interviews that the changes were permanent in nature. They were also adopting various techniques to avoid not only fade out of behavioural changes but also to continue further growth by readings, introspection, seeking feedback, holding discussions with like-minded people etc. If we rely on others' ratings, then as participants did not exhibit any behavioural improvements over non-participants, but it was found that significant behavioural change did not take place or it has evaporated with time.

It was found that even though the job performance of participants had slight edge over the performance of non-participants but it would not attributable to Sensitivity Training. The study found that behavioural variables were not correlated significantly with performance variables and they did not explain the performance.

A STUDY OF MANAGERIAL LEADERSHIP STYLES AND BEHAVIOURAL PREFERENCE OF SUBORDINATES IN RELATION TO ROLE EFFICACY AND HRD CLIMATE

PRAKASH V BHIDE

The Indian economy has been recently liberalised. Due to global competition many Indian Companies are facing stiff competition. With profit margins under pressure and market shares dropping many Indian Companies are resorting to major change initiatives to remain competitive, like Business Process Reengineering (BPR), Total Quality Management (TQM), Enterprise Resources Planning (ERP) etc. It has been experienced that many major change initiatives fail because they are overmanaged and underled. Leadership at all levels is very crucial to establish direction and align, motivate and inspire people in the transformational process.

The main objective of the present research was to study the relationship of Managerial Leadership Styles and Behavioural Preference of subordinates with the HRD Climate perceptions and Role Efficacy of subordinates. More favourable HRD Climate and Role Efficacy are believed to lead to more effectiveness in implementing the change process. The Indian cultural context and ethos are very important factors for effectiveness of Leadership. Western Theories many times have been found not to be effective in Indian conditions. The study hence, has been based on well researched Indian Theories and scales of Leadership styles (Sinha, 1980), HRD (Rao & Abraham 1990), Role Efficacy (Pareek, 1993) and Behavioural Preference (Sinha and Prasad, 1989).

The survey was conducted in a very large manufacturing and marketing organization dealing in textiles and chemicals. The sample was 784 Managers at Senior, Middle and Junior levels out of 968 Management Staff in 7 large units of the company. The total employee strength including workmen is more than 10,000 people.

Correlation analysis, multiple regression analysis, 't' test, ANOVA and critical ratio ('Z' test) were used to test the various hypotheses.

The research findings show that there is a significant correlation between the Leadership Styles, HRD Climate and Role Efficacy. Depending upon the Behavioural Preference of subordinates (High or Low) lead to more favourable HRD Climate and Role Efficacy. Dr. JBP Sinha's contingency Nurturant-Task (NT) Theory (1980, 1995) is well supported.

This study was conducted as an exploratory study. The main purpose of the study was to identify the nature and elements of mentoring processes in a selected variety of Indian organizations.

Forty-three (43) Individual cases were interviewed, using a semi-structured, open-ended format. Contextual evidence from other sources of was used where ever available to interpret and analyse data. The cases studied were embedded in a Multi-National Corporation, a Non-Governmental Organization, a Hotel Chain, and an Engineering Plant. One senior monk from a religious order, one software HRD professional, and one classical vocal musician were also interviewed for a richer contextual and 'Indian' perspective.

The interviews were content analyzed in the theoretical framework of relevant concepts of Sociology and Psychology, as well as insights from previous research. The study shows that organizational context and strategic needs determine the nature and forms of mentoring processes. Organizational members are also seen to 'enact' this context. Individual values, motivations and needs are seen to play an important role in the process. Empathy, trust, developmental and nurturing ('familial') orientations emerge as important categories in this area, Learning, skill development, a sense of security and belonging are some of the common outcomes of the process.

Certain newer and non-conventional forms of mentoring also emerge from the study (e.g. group and team based learning, and cross-gender mentoring). Features of good mentoring and coaching practices are highlighted. A new way to look at mentoring is proposed through a working definition and a model of mentoring.

Challenges, concerns, implications and directions for future research are also indicated.

The study intended to trace the historical background of the General Insurance Business in India including the Nationalization of Insurance Companies and establishment of GIC as a holding Company as well as the role of the Member Units regarding their expansion and growth. The organizational setup and nature of Business of New India including their performance in relation to other Insurance Companies will be examined too. The importance and role of Direct Recruits and the role of the Executives was examined. The focus was on recruitment policy and internal promotions, the rationale of a dual policy, career growth opportunities and career development policies. The main objective of the study was to explore different individual factors (demographic, personal and psychological) associated with career success and growth. The study also explored why the focus was made on Individual factors and not on organizational factors and the behaviours facilitating career advancements and the career markers. The intention in this section is also to explore what factors motivates employees to perform. Using the semi structured Interviews, questionnaires and personal discussions held with selected 17 highly successful Officers of New India Ltd.

The study explored the Relationship of self-knowledge and career advancements as well as the extent to which promotions were indicators of performance and career success. The role of locus of control was also examined. The operational definition of growth and success was also developed. The results also shown that the section needed to be focused on four different areas such as perceived success in relation to one's own expectation, perceived success in relation to others, ascribed Success as ascribed by others and perceived success and ascribed success combined. The study also found that the individual factors were associated with career success and growth. It also suggested that attribution in terms of locus of control (external or internal) also affected the success positively.

The findings from interviews suggested that the officers covered by the exit interviews were affected by different factors which were grouped as (I) Demographic factors' age of the officer at the time of joining the organization and age of the Officer at the time of the study, gender of the officer, parental profession and socio-economic status of the family. (ii) Personal concrete factors which include general education level and handling of important assignments and (iii) Psychological factors which include attitude to work, commitment to work, commitment to the organization, life values in general, work values of the officer, role models and mentoring, critical events in life influencing decision-making and Locus of Control.

The study found that most of the successful executives had acquired professional and higher qualifications while in service. This certainly meant that there existed a strong desire to improve oneself and grow in an organization legitimately. It suggested that the concerned organization should provide all the necessary support and incentives to enable its officers to improve their knowledge and skill including perhaps 'Learning Leave'. The study suggested for a Learning Culture to be created, nurtured and promoted.

It is very interesting to find that a number of Executives had admitted the influence of a role model most of which were from within the organization – highly successful senior executives. Given this situation the organization must generate legends about these role models who became heroes even to those who have not met them. It is a pity that government organizations and semi-government organizations have failed to utilise this. It is very saddening that even a very competent and senior Executive in a public sector undertaking gets noticed only when he found involved in a scam or he wins some inconspicuous award. Honest and competent people rarely get noticed. It also suggested that such culture must be changed.

This was an exploratory study to understand gender sensitivity of micro credit delivery systems, delivery personnel and Human Resource Development systems in the socio-cultural context of credit seeking rural poor women in India. The main research objective of the study was to examine the role of human resource development in gender sensitising micro credit delivery systems, processes and personnel in the context of rural poor women and its impact on their credit seeking behaviour. The study, therefore seeks to understand the experiential perceptions of rural poor women about micro credit delivery system, processes and personnel.

The survey of studies shows that there are more studies related to the explicit gender relations in the Indian context than on implicit gender relations in the development context. The survey indicates that very few studies focused on gaining insights into the role of the Human Resource Development function in gender sensitising micro credit delivery systems, processes, and relations towards transformation of the entire development chain. It is evident from the literature survey that there is need for an intense, systematic engagement with the phenomena associated with the context of the rural women, micro credit delivery and the delivery personnel from the implicit gender relations perspective in order to gain relatively more sustainable insights.

The data for the study was generated from sources including the rural women, micro credit delivery personnel and micro credit systems' managers using case study, personal interview and group interview techniques.

The case studies have yielded significant insights into the micro credit seeking behavior of rural poor women in terms of their alienation from micro credit; awareness of micro credit services, personnel, schemes and benefits; access to micro credit services and personnel; achievements of subjects who managed to access micro credit.

The chronicling of micro credit achievements of rural poor women in the Indian as well as international contexts shows that micro credit delivery outcomes, especially in the Indian experience, appear to be subject to the socio-cultural definition of the situation. Interesting insights have emerged about the service deficiencies of delivery personnel in the micro credit access process. The patriarchal dominance is visible even in the deployment of any benefit, which may accrue through micro credit access and achievements.

This study clearly demonstrates that human resource development in the micro credit context needs to move away from an insulated, isolationist, myopic and visionless self-serving, gender blind instrumentality, and gender discriminatory practices to the direction of a culturally sensitive, liberating and empowering force to enable rural women seeking micro credit.

Values are akin a beacon. One does not need to go to them every time one experiences turmoil, but one needs to always keep them in view in order to remain focused and be in the right direction. Values are the guiding force for a human being. All the human thoughts and actions are the reflections of the values that they pursue. Just as values are like beacon for an individual so they are for a profession. More so for Human Resource Development which is a value based management profession.

Through values are enduring beliefs that human beings have, they are not static. In changing times, values also change, though gradually. HRD as a value based profession and organization as an entity, are guided by a set of values. The present study is an attempt to understand the professional values of the HRD professionals, the value gaps that they experience and the mechanisms that they prefer to use for coping with such value conflicts.

The present study is an empirical research into the values of HRD professionals, the extent of congruence between their practice of HRD values and their organization's encouragement of the values and, the mechanism used to cope with incongruence between the individual practice and organizational encouragement. The study covered HRD practitioners at different levels in a variety of Indian organizations.

The study identified ethico-moral orientation, customer-orientation and quality-orientation as the three top ranking value orientations of the HRD professionals in India.

The study arrived at twenty five basic values of HRD professionals, measured the extent to which the individuals practice them, the extent to which the organization encourage them and, the degree of incongruence/gap between the individual practice of these values of the organization's encouragement of them. The study also looked at how the HRD professionals dealt with the incongruence between their values and those of the organizations. Six coping mechanisms namely, procrastination, resignation-neglect, bureaucratisation, persuasion, networking and adherence to professional values were examined.

The major findings of the study are that accountability, authenticity, collaboration, commitment, concern, effectiveness, empathy, empowerment, introspection, learning, motivation, transparency and trust are the values being strongly practiced by the HRD professionals. Of these, accountability, collaboration, commitment and effectiveness are also encouraged by the organizations. Of the twenty-five values studied, except authority, the respondents find that their practice of all the other values is stronger than the organizational encouragement. The mean gap between the two is not very large which indicates that these are likely to be the conflicting values but the intensity of the gap is not very high. However, in case of value conflicts the HRD professionals have indicated their preference for persuasion, networking and adherence to professional values in that order as coping mechanisms. The study also attempts to ascertain associations of the values, value gap and coping mechanisms with independent variables.

The importance of aligning organization variables such as structure, system, staff, skill, style and culture with the strategy of a firm for achieving excellence has been highlighted over last twenty years in various management literatures. The strategy here, includes a series of strategic decisions initiated at corporate and business level to achieve competitive advantage in the market place. The list of strategic decisions can include, among others, such moves as new product development, major capacity expansion, mergers and acquisitions, strategic alliance, technical collaboration, development of critical capabilities, resources and so on.

Researchers in the area of aligning organizational variables with strategy of the firm traditionally focused on structure, culture and HR system separately. The role of structure in strategy implementation is considered crucial. Changing the structure or shifting the selected personnel is perhaps the most traditional approach used by the managers for implementing strategy. Over the years, several researchers have studied the dynamics of strategy – structure linkage. Culture describes the personality of the organization and has a strong impact on organizational success. A large number of researchers focused on how alignment of organizational culture with its strategy ensures organizational effectiveness. The main reason for the focus on strategy – HR linkage is the growing awareness about how HR policies and practices contribute directly to a firm's operational and financial success. Several researchers have promoted the view that alignment of HR practices with strategy results in higher firm performance. Similarly, researchers have established how sustainability of competitive advantage in the era of technological revolution, combined with continually decreasing switching cost is intimately linked with the quality of human resources. While many researchers have claimed that HR function has become an integral part of management team in developing and implementing organizational strategy, some of the surveys did not record strong evidences in this area.

While a large body of research focus on alignment of different organizational variable with the strategy, a few researchers have put forward the concept of an integrated organization and argue that various interconnected organizational variables are to be addressed simultaneously for effective implementation of strategy.

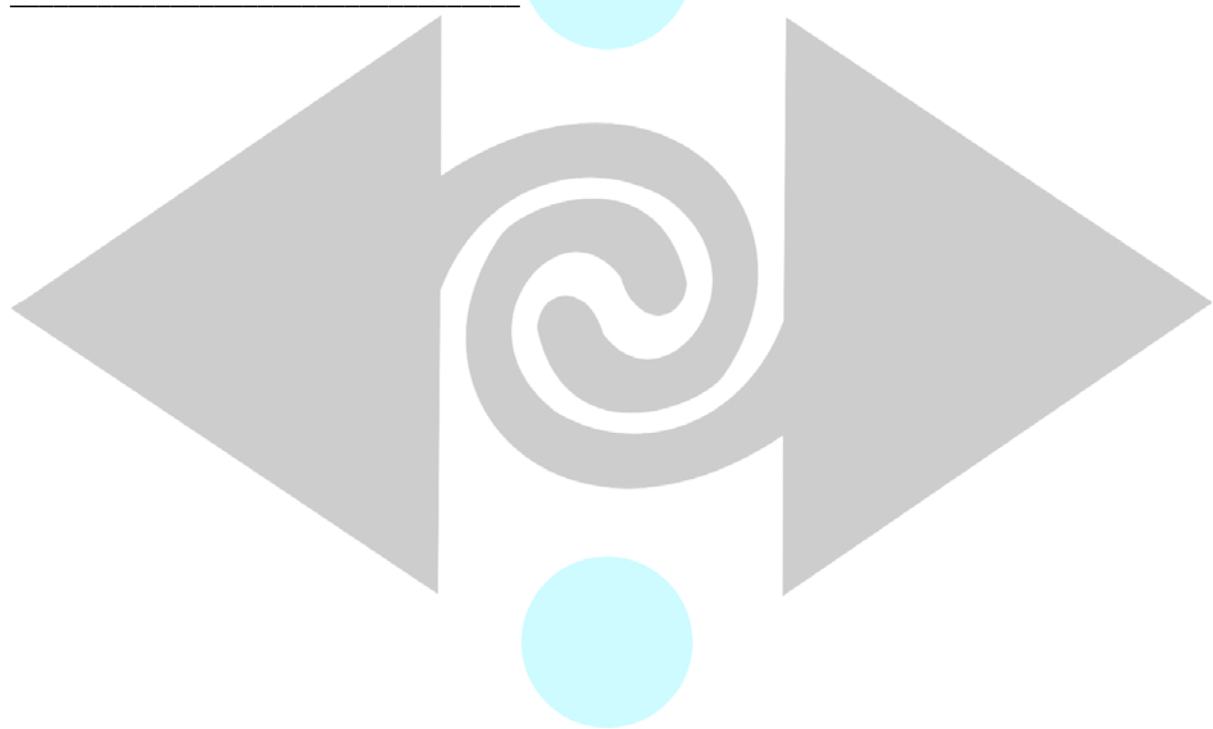
The two major understandings, derived from studying the researches done in the area of structure, culture and HR system are: (a) dominant emphasis on these organizational variables separately, instead of comprehensive focus that includes focus on all three areas together and (b) focus on understanding the linkage with the overall strategy of the firm, rather than the same with one or the same with one or the other strategic decisions that form the backbone of any strategy. This research is a modest attempt to address these two aspects and concentrates on understanding how organization and people related initiatives (which includes structure, culture and HR system) pertaining to a "particular strategic decision" (and not overall strategy of the firm) get determined by the level of complexity of concerned strategic decision and also the overall organizational setting within which such strategic decision specific initiatives are taken.

This study, thus takes a wider perspectives on specific organization and people related initiatives that includes HR system, structure and culture for getting a better insight on former's linkage with concerned strategic decision. Specifically, the four research issues addressed are:

- i) What characteristics of strategic decisions influence the choice of organization and people related initiatives in planning and execution of such decisions?
- ii) Whether the overall organizational context, defined in terms of a) size b) age c) structure d) culture e) HR system influence the choice of organization and people related initiatives specific to a strategic decision.
- iii) What determines the relative distribution of task between the line and HR managers in planning and executing strategic decisions?
- iv) What implications does the status of a firm such as "New Economy" or "Old Economy" has on the nature of organization and people related initiatives taken to plan and execute a strategic decision?

For the purpose of this research, the two strategic decisions namely a) new product development b) planning and execution of capital projects have been studied. These two strategic decisions and related processes were studied in four Indian private sector companies. The sample size was deliberately kept small to ensure quality of data collected. Of these four companies, two dealt with commodities and generally referred as "Old Economy" companies in both management literature and business press. The other two companies belonged to the Information Industry and are commonly referred as "New Economy" companies. All these were large, reputed private sector companies and each one was a prominent player in their chosen field of operation.

The research findings show that specific organization and people related initiatives relating to a strategic decision and related process are determined by the complexity of such strategic decision. These initiatives are also influenced by the enterprise wide organization and people related policies and practices that are already in place. This research also throws some light on the type of role played by the HR professionals in planning and executing the strategic decision specific organization and people related initiatives and supports the existing literature in this area. It also concludes that organization and people related initiatives pertaining to a strategic decision is not influenced by the fact whether a company belonged to "Old Economy" or "New Economy" but rather by the complexity of strategic decision being planned and executed.



As organizations focus on the competitive advantages of knowledge; about buying patterns, relationships with customers, trading partners, best practices, new research ideas and so on- it is clear that managing knowledge is a critical necessity. Knowledge assets need to be managed and leveraged more effectively. People rather than documents are holders of real knowledge and unshared knowledge is lost knowledge. This study contributes to research on employee participation in Knowledge Management. Success of Knowledge Management depends on employee participation in the Knowledge Management Initiative.

This study examined organizational, career and demographic factors to understand employee participation in the Knowledge Management Initiative. A questionnaire was used to collect data. Data were collected from respondents in a single company spread across different locations in India. While the study showed broad support for the existing literature on the subject, there seemed to be other factors involved that need to be investigated.

The study brings to the fore perceptions of the employees participating as well as not participating in the Knowledge Management Initiative. It was found that the extent to which the employees participated in the Knowledge Management Initiative was dependent on their belief in benefits from the system while intensity of participation was dependent on the time available with employees for sharing and learning.

A STUDY OF IMPACT OF CULTURAL VARIABLES ON ORGANIZATIONAL COMMITMENT AND WORK COMMITMENT AMONGST INDIAN MANAGERS: A CROSS-CULTURAL STUDY AMONGST INDIAN AND GERMAN MANAGERS

MOHAN PARAMESWARAN

'Companies like Infosys, Satyam Computers, NIIT and others blew the myth that Indian culture cherished hierarchy and paternalism, and that Indian employees preferred to comply than to initiate; to be told rather than to be left free to decide for themselves.' [Ghosal, Piramal and Bartlett (2000)]. A statement that highlights the moderating influence an Organizational cultural can have over nation's socio-cultural milieu.

The main objective of the present research was to explore and analyse Hofstede's [1980] four dimensions viz. Power Distance, Uncertainty Avoidance, Individualism & Masculinity in the context of developing country India and developed country viz. Germany. A fifth dimension 'abstract v/s. Associate thinking' conceptualised by Glenn & Glenn [1981] was included to buttress the theme of present research.

This study also attempted to find out whether the Organizational culture has any direct and/or moderating influence on work commitment and organizational commitment dimension for the managerial sample drawn from India and Germany.

The questionnaire survey was conducted in the Pharmaceutical industry in India and the parent/collaboration firms operating in Germany for data collection. The size of sample being was 417 managers consisting of Indian managers (N=309) and German managers (N=108) from Pharmaceutical industries. Keeping the main objectives in mind, the study attempted to compare 'work commitment' and 'organizational commitment' amongst Indian managers and German managers working in pharmaceutical industries only.

Composite dimension were developed on the basis of psychometric analysis conducted on the survey data.

Correlation analysis, multiple regression analysis, 't' tests were used finally on the composite dimension to confirm or reject various hypotheses of the study. The Composite dimensions as developed on the basis of initial psychometric analysis reflected acceptable psychometric properties of the dimension used to find the analysis following method of analysis were preferred.

- a) Corrected item total correlation to reflect an items contributing power to overall scale or sub-dimension [some of those that were not contributing have been deleted]
- b) Alpha coefficient of each item/variable were also arrived at. [reflecting internal consistency for response]

The major findings well supported Hofstede's [1980] theory that "Power distance", "Uncertainty Avoidance", "Individualism" & "Femininity" the four socio-cultural variables is perceived to a lesser degree in Germany than in India with the exception of "Uncertainty Avoidance". The study also reveals that German Managers and Indian Managers did not differ on 'Abstraction' the dimension postulated by 'Glenn and Glenn' [1981]. Kanungo and Jaeger (1990) have characterised developing countries as being relatively high on power distance, uncertainty avoidance, and associative thinking, relatively low on individualism, masculinity and abstractive thinking. Our study has confirmed that Indian managers are relatively high on power distance, uncertainty avoidance and associative thinking. Also they are relatively low on individualism, masculinity and abstract thinking.

The study also demonstrates the moderating influence of Organizational Culture on Work Commitment amongst Indian and German Managers. It was revealed that while Organizational Culture plays a significant role in the context of Indian manager commitment to their organization this does not prove to be vitally significant in the context of German Managers.

The objectives of this research study were:

- a) To develop an indigenous instrument (questionnaire) for assessing career anchor of Indian IT professionals.
- b) To find out the different career anchor prevalent among Indian IT professionals by using the same instrument (questionnaire).
- c) To ascertain whether Indian IT professionals choose certain set of HR practices as more important than others based on their predominant career anchors.
- d) To explore the congruence / incongruence resulting out of differences between important and actual career anchor-based HR practices.
- e) To find out how these congruence/incongruence in Indian IT professionals impact outcome variables like organizational commitment and turnover intention.

The following research questions were explored for this study:

- 1) What are the different career anchors of IT professionals in India ?
- 2) Are they same as what so far has been found by earlier researchers like Schein or Derr? Or there is a possibility of some other anchors other than what so ever have been already found?
- 3) Amongst the different career anchors, are there any predominant type among Indian IT professionals?
- 4) Are these career anchors related to demographic variables like gender, marital status, number of children, educational qualification, age, experience and economic status of IT professionals ?
- 5) Is there a relationship between career anchor of IT professionals and certain set of HR practices?
- 6) Does career anchor influence IT professionals in making them choose a particular set of HR practices as more important than other?
- 7) To what extent there will be congruence/incongruence resulting out of the difference between what they think as important HR practices versus what they might actually experience in their organization?
- 8) Will this congruence/incongruence impact their organizational commitment?
- 9) And finally how organizational commitment will impact turnover intention of IT professionals?

A new instrument (questionnaire) was developed through a process of mind mapping, individual interviews, focus grouped discussion, inputs from HR professionals/researchers and a pilot study. The instrument was found to possess acceptable level of internal consistency and validity.

Perceptual data was collected from 327 IT professionals from nine IT organizations from Bangalore using the instrument (structured questionnaire). The overall response rate was 93.7%. Final findings were emerged from bi-variate and multivariate statistical analyses of the responses from these 327 completely usable questionnaires.

The major findings of the study were:

- 1) Indian IT professionals were found to possess a wide diversity of internal career anchors. In addition to eight career anchors already discovered by previous researchers, organizational – identity was found as a ninth career anchor for a small but distinct group of Indian IT professionals.
- 2) The data revealed that balance career anchor was ranked highest, followed by challenge. At the other extreme, entrepreneurial and organizational identity were ranked low. Other career anchors that were prevalent included service, autonomy and managerial.
- 3) The female Indian IT professionals scored higher on balance and security as internal career orientation than their male counterparts. Other demographic variables like, marital status, age and experience did not impact career anchors of Indian IT professionals.
- 4) IT professionals having no children scored higher on entrepreneurial career orientation than those having one or two children. IT professionals from upper class economic status had

lower score on security career orientation than those who belonged to middle and lower-middle economic class.

- 5) The correlation between career anchor with both organizational commitment and turnover intention was found to be weak.
- 6) Seven out of nine career anchors were found to be related significantly with corresponding set of HR practices. This result seemed to indicate that individual career anchor determined what kind of HR practices one would think as important.
- 7) Highest number of respondents manifested congruence arising out of difference between services career anchor based important and actual HR practices. Similarly highest number of respondents manifested incongruence arising out of differences between entrepreneurial career anchor based important and actual HR practices.
- 8) Out of nine, only three cases, i.e. Congruence/incongruence arising out of Challenge, Entrepreneurial and Managerial career anchor based important and actual HR practice seemed to impact organizational commitment of the respondents.
- 9) IT professionals experiencing congruence between important and actual HR practices corresponding to entrepreneurial and managerial career orientation manifested higher organizational commitment compared to those experiencing incongruence. However, IT professionals experiencing
 - i) Both positive and negative incongruence arising out of entrepreneurial career anchor based important and actual HR practices seemed to manifest almost similar level of organizational commitment.
 - ii) Negative incongruence arising out of managerial career anchor based important and actual HR practices seemed to manifest higher level of organizational commitment than those experiencing positive incongruence.
- 10) Organizational commitment was found to have a moderately strong relationship with the turnover intention for Indian IT professionals.
- 11) Organizational commitment emerged as a predictor variable on step one for turnover intention. The next variable entered that has the power to explain the variance in dependent variable turnover intention was the congruence/incongruence arising out of difference in managerial career anchor based important and actual HR practices. The next variable entered that has the power to explain the variance in dependent variable turnover intention was the congruence/incongruence arising out of difference in entrepreneurial career anchor based important and actual HR practices.

The current study was exploratory in nature conducted by the researcher for Indian IT professionals. It was the first empirical research study that explored the relationship between career anchor, HR practices and outcome variables like organizational commitment and turnover intention. The findings of the study seemed to be substantial. How Indian IT organisations can benefit by using these career anchor data for designing effective HR systems have also been discussed in detail. Finally the limitations of the study and future directions for research have also been presented.

The study focused on developing competency models for project managers in three software companies in similar lines of business, and see if the outcomes are unique or similar, and if similar, their extent of similarity. The present study was pre-empted by an interview with the experts in the field of software project-management. Also the other soft issues (Team/Customer) were explored and highlighted in addition to various project management activities.

This study was undertaken with the following research questions:

- What does the project manager do or not do that makes him/her effective?
- What does the project manager do or not do that makes him/her not effective?
- Write the competency statement with the supporting behaviours.
- Test out the validity of the competencies.
- How does the competency model compare with existing theories/models?

The study was conducted in three software organizations involved in similar lines of business. The universe of the study was the project managers and managers in the three software organizations. It had developed a model for the project managers based on different competencies cluster. The brief of the Competency Model for Project Managers in Organization based on three major competency clusters was developed as below:

- 1) Customer Management Competencies Cluster
- 2) Performance Management Competencies Cluster: This includes – Analytical Skills, Systems Orientation, Results Orientation, Team leadership and Team Development competencies.
- 3) Personal Competencies Cluster: This includes – Flexibility, Initiative, Interpersonal skills, Self-development orientation and Self-reliance competencies.

The study explored that an effective project manager should exhibit behaviour which establish/reinforce: Team Development/Dynamics, Technical/Domain Knowledge expertise, Networking, Completion of Multiple projects, on time within budget not compromising on quality, Customer Management, Communication channels internally and externally, Proactive, anticipate risks, plan for contingency creatively, Good Interpersonal relations and People management skills, Team Management, Project Scope Management, Empowerment and Autonomy, Problem solving, Business Development Support, Willingness to learn, Perform under pressure.

The dynamic nature of business has demanded of organizations to continually identify means of competitive advantage. In the recent years, Human Resources in the organization have been propagated as the chief means of sustainable competitive advantage. It is therefore logical to assume that the role of the HR function, which is responsible for this asset, would also have undergone a change – from that of being merely a maintenance oriented function to a developmental one.

This study was undertaken to verify, empirically, the premise that the HR function in business organizations in India has transformed itself to play not merely a maintenance role but a development and a strategic role. The key questions explored were, what role is HR playing in current organizations, what do top level HR managers perceive to be the importance of HR activities and how effective do the top level HR managers feel in their current roles?

Research design included identifying specific activities of HR that covered the entire gamut of the function including developmental and traditional aspects. These activities were grouped under sixteen categories of HR depending upon similarity in the nature of work. With regard to these sixteen categories of HR, the respondents were required to respond along three dimensions – whether a particular activity was handled internally by HR, outsourced or handled by a separate department; what percentage of time did the Head of HR spend on a particular category and lastly how important did they feel that the category was to the organizations. Frequencies and average scores of Locus of Responsibility of HR and Amount of Time respectively were used to arrive at the interpretation with regard to the role that HR played in current organizations. Mean score of the ranks indicated the perception of importance of each category of HR.

For assessing role effectiveness, modified version of Pareek's (1977) Role Effectiveness scale was used. The mean scores of the elements of Role Effectiveness were interpreted to assess the role effectiveness that HR managers experienced in their current roles.

Data was obtained from 101 companies across various industry sectors, year of inception and turnover of the company. The study focussed on the Heads of HR function – people who had the overall responsibility of the function, for which purposive sampling technique was used.

The findings present a positive as well as disconcerting picture. On the positive side, the HR function seems to be held in higher regard today by senior management than is reflected in some earlier writings. The importance of the HR function, however, falls short of what has been advocated by some of the more enthusiastic proponents of Strategic HR. Additionally, on an overall basis, HR managers reveal a relatively high level of satisfaction in the roles that they are playing currently.

This study has been intended to cover the breadth of HR function in Indian organizations. Therefore, obviously has a limitation with regard to in-depth analysis. However, a base has been created which can be leveraged for further vertical studies.

Roles within organizations, like the organizations themselves, are an evolving entity. They undergo changes and develop along with the organizations.

Progressive industrialization over time has led to the birth of modern organizations and the development of management as a discipline of study and professional practice. Management thinkers and practitioners contributed to the development of newer perspectives in management resulting in functions and roles within organizations being renewed and redefined.

Human resources management (HRM) as a discipline within management has been redefined many times over in this process of the evolution of management thought. From its early days when employees were considered as mere tools in the production process, the development of thought saw it move through different phases – to welfare and then to personnel followed by the 'human relations' phase and today we talk of 'human resources' and 'organizational behavior'.

These changes and development of management thought in HRM have impacted the HRM function within organizations and the role of the HR managers in particular. There are newer challenges and new performance expectations as organizations move HR roles from the backstage to being active team members and equal players in the game of business.

It is believed that a rationale exists for the study of the evolution process of the HR role since

1. These roles are as yet evolving in most organizations. A study of their evolution process can therefore provide a base to HR professionals in their effort to understand their own role and enhance its effectiveness within their organizations.
2. Organizations, having inducted the roles into their framework, need to examine their facilitation and integration processes, as their contribution in enhancing the effectiveness of the role.
3. The study can also provide some insight into the practical aspects of the role, impacting on its treatment at the academic level.

The study is a case study of how this role has developed in one organization, where the researcher had the privilege of being the first incumbent on this role. The study brings out the various role processes experienced by the HR professional on this role based on personal notes maintained by the researcher for varying periods over a three year time span.

Various themes that emerge from the role have been drawn to reveal that the HR managers at different times and in different situations play the role of an service provider, a facilitator, a developer and educator, a communicator, an administrator, a coordinator, a confidante and a business manager. Arising out of this, professional and behavioral competencies required of the HRM professional have been defined.

In the end conclusions have been drawn converging on the following four broad areas:

1. Observations based on this particular study
2. General observations and recommendations for HR professionals in small, young and growing organizations.
3. General observations and recommendations for small, young and growing organizations planning to induct or having inducted specialized HR roles.
4. Individual learnings as a HR professional.

Values are at the root of our individual and social behaviour. They are a powerful, though silent force for influencing our behaviour, style and managerial actions. Most of these values in us are internalized through conscious and sub-conscious learning/experiences right from our childhood and parents, elders, teachers, role models in organizations, social circle and society influence such internalization in us.

The present study on values addresses the following research questions: What are the core/dominant values of the employees? What do employees perceive as dominant values of their organization? Is there congruence between their personal/core values and perceived organizational values and does the congruence result in commitment towards the organization.

The study was confined to Indian Oil Corporation Ltd. one of the Fortune 500 Companies, having the largest market share, consistent growth, performance, size and spread in the oil industry and hailed as a the 'Navratna' Corporation. It also fits into the economic and social objectives of the planned economy as well as the turmoil of changes witnessed in petroleum sector world over.

In order to identify the personal/core values, the researcher has done factor analysis. To find out the congruence and its impact on commitment, the researcher has used the descriptive and inferential statistics.

The analysis thus resulted in identifying the personal/core values, extent of congruence and the impact on commitment. Based on the analysis and findings, the researcher has discussed the implications for the organization and the suggestions relating HRD policies and practices. It also covers the contribution of the study for further research, and the limitation of the study. The study also covers the analysis of demographic variables and its implications for the organization.

The study has highlighted the personal value preference of individuals and extent of congruence of these values with their organization. The personal/core values held by the individuals are internally focused and have tremendous relevance to Indian-socio cultural ethos; where individuals attach lot of importance to familial ties, warmth and friendship and richness of inner life.

The study also highlights not only the impact of value congruence on commitment but has also established a relationship between personal values and commitment independent of congruence.

The study has also highlighted how demographic variables like age, gender and experience also influence the personal value preference and its implications for commitment towards the organization.

The findings of the study can help the organization to review its HR policies in recruitment, selection, socialization, training and development to enhance integration of members with their organization, which may pave the way for enhancing personal and organizational effectiveness.

STUDY OF ORGANIZATIONAL CLIMATE, ROLE STRESS, LEARNED HELPLESSNESS (LH) AND INTERPERSONAL NEEDS AND THEIR IMPACT ON PERFORMANCE OF THE INDIAN BANKING INDUSTRY

SHAILLY KHANNA MITRA

In the present market scenario, many banks in India have attempted to understand HRD factors that enable them to compete in this dynamic business environment. Some of them have successfully leveraged on HRD factors, while others have not been successful. The differential outcomes experienced by banks have been attributed to a variety of reasons. However, a key enabler for future success is the approach taken by banks to measure the efficacy of the HRD variables and its impact on the bank performance.

As highlighted in the research design, the performance of banks enabled by 4 independent variables Organizational Climate, Role Stress, Learned Helplessness and Interpersonal Needs. Inter correlation was done to show extend of relations between different variables in the study.

A critical analysis of theoretical and methodological issues in learned helplessness shows that it differs between children/adults, low & high achievement motivation group students and in different settings. Statistically and arithmetically it was also shown that there existed significant difference between LH of high and low performing banks. So, the study substantiates the theoretical assumption that learned helplessness differs in different settings. Learned Helplessness found negatively correlated with organizational role stress and interpersonal needs and had very low positive correlation with Organizational Climate. To summarise, organizational climate had an enormous influence on organizational effectiveness, role efficacy and role stress.

The study also explored that

- There existed no difference between organizational climate of high and low performing banks.
- There existed significant difference between role stress of high and low performing banks.
- There was significant difference between IPNI of high and low performing banks.
- Applying appropriate HRD variables along with a supporting governance model was found central to the institution's long-term success. Getting the 'appropriate framework' of HRD enabled banks to take full advantage of the opportunities.
- Explored various HRD variables which contributed to the high performance for banks.

The thesis is under review for publication in a leading journal of HRD in association with Prof. Himanshu Rai, Faculty at IIM-Lucknow.

Organisation transformation is seen as the conscious change brought about by design in order to ensure organization's existence is for a longer period of time. When change is brought about by design, it prevents decaying and destruction of an organization. Could it be an issue of consonance or that of dissonance with the change taking place in the environment versus the changes initiated in the organization? Based on the scientific findings emerged from such researches, an attempt had been made to make an organisation healthy by using various intervention tools and management techniques. The study focused on exploring various factors affecting the OT.

The study was conducted to understand the organization transformation as a process resulted in identifying the major dimensions through which transformation takes place. Different concerns had been identified including Product, Financials, Structure, People, Leadership and Feedback. The study was conducted in two parts where in the first part, an instrument for measuring OT was developed which was focused to explore various dimensions and factors of organization transformation. In the second part an instrument had been developed using the above derived dimensions, factors and focal point of action to measure the impact of the transformational effort made. This instrument was tested in five different organizations to measure the level of transformation each one of them had reached.

The findings from the study revealed that brand management was more associated with executives who were younger and had less number of years' service in the company. The young, vibrant and dynamic executives viewed systems as major hindrance to brand management. The older executives with the increase in tenure were resistant to transformation occurring in the company which might be due to the increase in insecurity, and the lack of commitment to or disability in the vision of the company. It was also found that competence of the person handling marketing had maximum influence on brand management. Although systems acted as an obstruction of brand management; organisation strategy and team leadership contributed favourably for manufacturing. Information flow was mostly influenced by recognition factors. A comparative analysis of variance was conducted to understand the significant difference of the above organization from others.

The challenges of the turbulent business environment and the trends that are impacting an organizations survival and success highlight the growing need for the Human Resource Function and practitioners to assume responsibility for leading the way in which organizations realize and sustain its competitiveness will depend on the uniqueness of their human resources and the system of managing human resources effectively to gain global competitive advantage.

Clearly these changes place new demands on the HR function and necessitate a relook at the role of HR in contemporary organizations. HR management practitioners are expected to be experts on leveraging human talent within the organizations for achieving competitive advantage. They must demonstrate sensitivity to the full range of human capabilities, align HR efforts with strategic objectives and integrate various HR activities so that people are consistently encouraged to achieve desired results. This relates to how organizations can outperform their competition and manage change by focusing on better managing and developing the competencies of their people.

Competency is an underlying characteristic of a person, which results in effective and superior performance on a job. Recognizing critical differences in individual performance implies that more work might be done by fewer people, or that better work may be done by the same people. The focus is on finding the best-in-class performer and discovering what makes them different from their fully successful counterpart, and reorienting HR activities around this. The focus of HR is centered on achieving organization competitive advantage by unleashing the powers of exemplary performance, discovering their individual characteristics and aligning HR activities around them. The competitive advantage lies within the competence of the workforce.

Competency frameworks are being increasingly adopted as the foundation through which HR can contribute to the success of the organization. In spite of the growing number of organizations adopting competency frameworks, the subject of study is one on which little research of direct or indirect relevance in the field of HR has been carried out in the past and the practice is at a nascent stage in many Indian organizations. In many of these organizations it has been a sporadic event or a new initiative or a transition from the tradition HR to competency-based HR approach. The use of competencies as an integrative HR framework is being done in a handful of organizations.

Given the magnitude and the pace of growth of competency based HR practices, it is not surprising then that HR practitioners are looking for some meaningful reference points to guide their work. While there is a trend indicating the growing demand by professionals and organizations alike that are adopting competency based HR practices, there is a dearth in terms of the studies available on these naturally occurring experiments that are taking place in the Indian context. The present study flows from this context to understand one of the contemporary HR approaches that is competency based and that which is growing in its widespread adoption globally as well as locally.

The objective of the study in the broad sense was to gain an insight into the current “state-of-the-art” competency based HR practices in Indian organizations. In light of the broad objective of the study, an attempt has been made to address and explain the following research questions: Why are organizations adopting a competency-based HR approach: what is the business purpose? How are organizations carrying out competency research? How are organizations implementing the competency framework? How are organizations integrating competencies with various HR practices?

Given the complexity-based HR practices and involvement with innumerable and interactive organizational as well as people variables, a distinctive need for case study arises out of the desire to understand this complex organizational phenomenon. A case study design was used as the preferred research strategy with the attempt to reproduce all filed realities for insight building by bringing forth organizational experiences in a fairly realistic manner. This study therefore is exploratory in nature as the major emphasis of exploratory research is on the discovery of ideas and insights.

For the purpose of establishing the quality of any study the research design is a central feature. It serves as an action plan for carrying out the research process. The researcher employed a classificatory scheme that is built on seven different perspectives that guided that quality and outline

of the research design. The first being degree of problem crystallization (exploratory study), a major emphasis of exploratory research is on the discovery of ideas and insights which is the goal of the present study. The second being purpose of study (descriptive), which is to describe phenomena therefore the aim here is to provide description. The third being researcher control of variables (ex-post facto), the variables in the present study are too many and complex in their interaction and the investigator has no control over the variable, the study is ex-post facto in nature. The fourth being time dimension (cross-sectional), the present study represents a "snapshot" of one point in time. The fifth being topical scope (case study), the purpose of the present study will be to explore issues. The sixth being data collection (survey), object of exploration may be accomplished with several data collection techniques. And finally the seventh being the research environment (field setting), the present study was undertaken in actual environment.

Drawing up the research design enabled the investigator to undertake the study in a more logical sequence that connects the empirical data to the study's initial research questions and ultimately to its conclusions.

For the purpose of establishing the quality of the case study research design the researcher employed certain case study tactics with regards to the design tests (construct validity, external validity and reliability) during the various phases of the study – research design, data collection, data analysis and composition. For construct validity the two tactics were employed, one was to use multiple sources of evidence: documents, interviews and direct observation and two to maintain a chain of evidence which was achieved by following a set pattern of writing the case study report. For external validity the study followed a multiple case design – evidence from multiple cases is often considered more compelling, and the overall study is therefore regarded more robust. For reliability the researcher employed two tactics, one was use of a case study protocol and two the use of case study database.

A total of three organizations were selected for the purpose of undertaking the present study. Getting access to the organizations and obtaining consent to study and gather information pertaining to competency proved to be a daunting task. The reason being that the topic of study was such that most organizations were apprehensive about sharing data related to competency. There was so much of confidentiality and sensitivity surrounding competency data as organizations fear that if this was shared, this will then result in seepage of their framework and individual competencies were viewed to be a source of competitive advantage for an organization.

The three sample organizations that were finally selected depended on two criteria's one; organizations that were already adopting some form of competency based HR practices and two on the accessibility to the relevant people and the extent of information that would be made available. It may be noteworthy to mention that the permission was granted solely on the basis of reference that the researcher was supported with for the purpose of undertaking the present case study.

The case study data was analyzed with the objective of bringing out an in-depth understanding of the competency based HR approach. The researcher has attempted to incorporate some of the basic analytic techniques to strengthen case study analysis. There were three analytic techniques employed by the researcher.

The first was to develop a descriptive framework that helps organize the case study analysis. While providing the case description the researcher aimed to provide a holistic and in-depth description of each case in a set format reproducing all filed realities and describing real events as they occurred in real organizations and providing for cross-case comparison.

The second analytic strategy was to carry out a cross-case comparison analysis. Contained within the case analysis is a cross case comparison analysis where data is looked at in many different ways. While the case write-ups may appear to be pure descriptions, the researcher has set them in a format that enables generation of insight and conducting a cross-case comparison drawing out similarities and differences across the three sample organizations.

The third analytic strategy that was employed was to compose a case study report format. A standard structured style has been maintained for writing all cases. However, the outline of the case follows the four broad research questions that the researcher seeks to address. The likely audience

of this thesis and their need was also kept in mind when drawing up the outline of the case study report.

Data has been analysed and presented organization wise. However, the true identities of the organizations have been kept confidential through the use of pseudonyms, and any resemblance is purely coincidental.

The case analysis and findings have been done on comparable parameters of competency based R approach in the three cases. There are commonalities and variances across the practice of competency based HR approach by the three sample organizations. The case analysis and findings are important to reflect upon to help the reader get an insight into the various practices surrounding competency based HR approach across these three sample organizations.

In all the three organizations there appeared to be a clear purpose and business context for which organizations embarked on a competency approach. In Case I and Case III, competency based assessment was carried out for purpose of selection and in Case II it was an outcome of an organization restructuring exercise with the purpose of making the organization more performance oriented. The common thread was that competencies were being used to raise the overall bar for performance.

In all the three organizations studied some form of competency research was being conducted. However, the extent of information available in terms of how the competency research was conducted varied between the organizations. In Case I the competency framework was developed by the global parent organization thus no knowledge was available in terms of "how" the competency research was conducted. In Case II and III one common factor was that partly step two and in major part step three and four of the competency research was carried out by an external consultant. Therefore knowledge was confined to the "what" and "why" aspects, but specific and broad knowledge about the "how" aspect was not documented. The other common underlying thread about the competency research phase is the element of confidentiality surrounding it. This governed the extent of information that could be shared. The case analysis and findings pertaining to preparatory work and data gathering, competency identification methods, data analysis, validation and finalization of competency framework for all the three organizations have been more elaborately presented.

In all three organizations the competency frameworks developed were those that described the underlying characteristic of a person that in the form of a body of knowledge, skill and/or personal attribute that is needed for effective/superior job performance. The competency framework across the three organizations had certain commonalities and differences, this is dependent upon factors such as purpose of the competency framework, target level in the organization for which the competency framework was going to be applied, type of competencies the organization wished to have (behavioral vs functional), the competencies being developed for use in assessment centers or competency was for purpose of driving development etc. Typically the purpose of developing competencies determined the overall constitutions of competency framework. In arriving at the competency labels all three organizations can be classified to have used the structure of human competency design: knowledge, skills and personal attributes. A cross case comparison of the competency labels across the three organization highlights that most competency labels are common across them even though each of them had a home grown approach rather than buying an off-the-shelf package.

In all these organizations implementation of competencies started with carrying out an assessment of the competencies. The outcome from the assessment paved way for its integration with other HR practices and at least in Case I and Case II they looked at having a full blown integration with all HR practices. However at the time the study was carried out in Case I and II, they were still in the early stage of integration with the various HR practices. In Case III however they were clear that it would be used for the purposes of selection/promotion and therefore the integration was largely limited to that.

In all three organizations the integration with HR practices varied. In Case I most of the HR practices were already designed on the original competency framework by their parent organization. However

there was no evidence of the scale and level of implementation of some of the competency based HR systems prior to the assessment centre activity.

In Case II they had a clear and a structured approach. Since the competency framework was home-grown and the purpose was development, the first integration that was carried out was with competency based development planning process and competency based training and development. In Case III assessment centre was to be carried out as a onetime activity that would facilitate the role – restructuring exercise. However post implementation and based on the feedback about objectivity and robustness of the approach in comparison to the existing approach, they looked at using competency based assessment centre for driving all selection promotion decisions. Since the integration with various HR practices were different across the three organizations a classification scheme with a relative rank order scale indicating from ‘no evidence’ to ‘very much evident’ was used to analyze and present the findings.

In conclusion, this research study is an attempt to provide an understanding about organizations experiences with competency based HR approach is being practiced across organizations highlighting the gap between theory and practice. It appears that competency based HR management practice will continue to dominate the HR management scene at least for the next couple of years. With existence of theoretical limitations and lack of few empirical evidences in the Indian context, this study presents subsequent researchers and practitioners key lessons learnt, take ways and future implications. This study also provides suggestions for future direction research and for organizations and HR practitioners who seek to adopt competency based HR practices this study can serve as a blue print.

