

# High Impact HR Practices and their Outcomes: A study from Gwalior region

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## ABSTRACT

Human resource management has been considered as one of the most important functions of the management. It not only provides assures availability of quality talented employees but is also acts as an important catalyst towards development of an organization. This paper is intended to contribute to research in practices adopted for efficiently harnessing potential of human resources in organization. Secondly it also examines outcomes of high impact HR practices among academicians in Gwalior region.

In today's hyper-competitive business scenario, more than three quarters of the money and time spent by organizations towards acquiring and retaining talented employees.

## 1. Introduction

HR (Human Resource) rehearses directly affect worker abilities, inspiration, work plan and work structures. This affects the productivity, development and institutional esteem. Clearly, there is a connection between the Teacher Satisfaction with his or her execution. The overview found that the inventive enrolment and remuneration rehearses have a positive noteworthy association with firm execution. It was seen that enlistment, the job of the HR division and pay rehearses appeared to be essentially changing inside the Indian firms with regards to India's monetary progression (Som, 2008). The human resource is viewed as a spine of any financial venture, be it, open, private or co-employable. The HR are by a wide margin the most unique and critical asset of the different sorts of asset that are expected to move the wheels of the financial action. Monetary improvement of any country relies upon the regular asset, the note of capital development and innovative advancement.

## 1.2 Importance of High Impact Human Resource Practices

In the years since, human resource pioneers have attempted to change the calling. At present, different organizations doing their work cleverly have a spot at the round table for the HR supervisor. The most imperative test for human resource administrator is currently lying in coordinating to the high expectations that accompany the seat – any desires for high effect in practices received by human resource rehearses. For different reasons, High Impact human resource rehearses are esteemed critical.

1. The associations do not have the right stuff to succeed, the enlistment of these practices will initiate the abilities required for accomplishment in the association;
2. This highly effects human resource practices improve worker efficiency;
3. Highly effects human resource practices result in upgraded inspiration dimensions of the representatives;
4. Highly effects human resource practices result in legitimate use of imported capital;

5. Highly effects human resource practices repay deficiency of regular resources which brings about accomplishing of high monetary and human advancement;
6. Its outcome is being developed of positive occupation frame of mind among the workers.
7. Its outcome is being developed of innovative capacities and explicit range of abilities among the workers.
8. Its outcome is in most extreme use of HR in the association.
9. It additionally coordinates excess of HR towards use and in nations where human capital is restricted it results in ideal usage of it.
10. It means recognizing and building up the capacities characteristic in each resident to its full degree

## 1.3 Best Practices of High-Impact HR Organizations

As per research conducted by Bersin (2011) few top high impact human resource practices were as following:

1. Structured governance and business case development
2. Developing advanced workforce planning capabilities
3. Implementing the "right" HR philosophies
4. Reducing administrative work for HR business partners
5. Implementing flexible HR organization design
6. Improving employee-facing HR systems
7. Measuring both HR operational and business metrics
8. Developing internal HR skills
9. Improving line manager capabilities
10. Outsourcing HR services strategically

## 1.4 High Impact Human Resource Practices

As from the various scholars have mentioned in their journal articles, few of the high impact human resources practices adopted by the industry which are to be examined in the study are:

1. Participation in decision making
2. Employee empowerment
3. Compensation and rewards
4. Work life balance

Figure 1.1: Components of reward

Transactional rewards	Base pay	Total remuneration	Total reward
	Contingent pay		
	Employee benefits		
Relational rewards	Learning and development	Non Financial/ Intrinsic rewards	
	The work experience		

**1.5 Outcomes of High Impact HR practices**

The study examines two specific outcomes of high impact human resource practices.

1. Job satisfaction
2. Organizational commitment

**1.6 Need for study**

In the current business and competitive scenario, it is not very easy to understand the outcomes of high impact human resource practices in industry. Research had a thought to understand how an organization can make its employees deliver the essential performance and can enhance job satisfaction and commitment. With this question researcher started this study and wish to complete it with suitable suggestions and complete resources for a plan of implementing high impact human resource practices and the desired outcomes in Gwalior.

**2.1 Review of Literature**

In this section of the paper presents the review of the various scholarly articles which have been examined to understand the concepts which are undertaken in the study. For understanding the concepts associated with Participation in decision making, compensation & reward, job satisfaction, organizational commitment, employee engagement and work life balance.

**2.2 Participation in Decision Making and Job Satisfaction**

Witt et al (2000) inspected the effect of cooperation in decision-making (PDM) had on the relationship between impression of organizational politics and articulations of job satisfaction among 1251 open area workers. They hypothesized that view of organizational politics would lessen job satisfaction and that the unfavorable impact of politics on job satisfaction would be weakest among laborers who participate in accord decision-making with their administrators. They utilized corroborative factor investigations to decide if the inspected factors utilized in this examination reflected unmistakable develops. Results showed that the factors reflected particular builds and affirmed the hypotheses. Examination of the collaboration demonstrated that the impact

of PDM on job satisfaction was vigorous at large amounts of apparent politics.

Jackson, S. E. (1983) described the effect of participation in decision making on perceived influence, role conflict, role ambiguity, personal and job-related communications, social support, emotional strain, overall job satisfaction, absenteeism, and turnover intention. Analysis provided support for a somewhat revised model. Where participation was shown to have a significant, negative effect on role conflict and role ambiguity and a positive effect on perceived influence. Role conflict and ambiguity were, in turn, positively related to emotional strain and negatively related to job satisfaction. Emotional strain was positively related to absence frequency and turnover intention. Perceived influence was positively related to job satisfaction and positively related to turnover intention. Participation in decision making appeared to be an important causal determinant of role strains, which were, in turn, important precursors of both individual and organizational outcomes.

Driscoll, J. W. (1978) expressed that the study assesses the usefulness of trust and participation in decision making in predicting satisfaction among a college faculty. Organizational trust, a political assessment of hierarchical decision makers, best predicts overall satisfaction. The congruence between desired and perceived participation best predicts satisfaction with participation in decision making.

**2.3 Employee Engagement and Job Satisfaction**

Rachman et al (2016) described that HR is fundamental to keep the turnover intention of medical clinic attendants. Attendants engagement is relied upon to deliver medical attendants satisfaction lastly lower turnover intention. This examination expects to look at the impact of employee engagement on job satisfaction and turnover intention of medical attendants at Wava Husada Hospital Kepanjen-Malang. The outcomes demonstrated that employee engagement directly affects job satisfaction and turnover intention. Then again, job satisfaction directly affects turnover intention of attendants in hospitals Wava Husada Kepanjen. The outcomes likewise demonstrate that there was an aberrant

impact of employee engagement on turnover intention through job satisfaction.

Hollingsworth, et al (1988) found in their study that Fifty-eight male cubicle specialists gave questionnaire-put together information with respect to their job satisfaction, demographic variables, and state of mind in the work environment. Stress and arousal measurements of inclination were estimated, on every one of the five days of the working week, utilizing the pressure arousal agenda (SACL: Mackay et al. 1978, Cox and Mackay 1985). A solid relationship between job satisfaction and stress was found, with low job satisfaction being related with high pressure. This affiliation did not mirror the puzzling of job satisfaction with demographic variables and was not adjusted by day of the week. Conceivable causal connections representing this relationship are examined. Job satisfaction and arousal were irrelevant here.

#### 2.4 Compensation and Rewards and Job Satisfaction

Terera, S. R., & Ngirande, H. (2014) investigated the effect of rewards on job satisfaction and worker maintenance among attendants. The goals of this investigation were to decide the effect of rewards on worker maintenance, to build up whether there is a connection among rewards and job satisfaction, to set up the connection between job satisfaction and representative maintenance and to make suggestions to the approach producers in the association on conceivable ways/methodologies to improve worker maintenance dependent on the exploration discoveries. The information was dissected utilizing Statistical Package for the Social Sciences (SPSS), form 20.0. Speculations were defined to test the connections between the autonomous variable and the reliant variable. The examination uncovered that representative rewards lead to worker maintenance yet be that as it may, they don't result in job satisfaction.

Nawab, S., & Bhatti, K. K. (2011) conducted study is to construct an understanding in regards to the effect of worker compensation on their job satisfaction and representative's authoritative duty among Pakistani college educators. Upgrading authoritative duty among the employees is a fundamental component since that will in the long run outcome in their higher worker responsibility, improving maintenance and they will perform better. By recognizing the effect of worker compensation in the instructive division will assist associations with fostering hierarchical duty and improve their satisfaction level among employees. This examination likewise means to build up a game-plan for college's organization to think of practices which would empower them to pull in and hold top-level staff at their establishments. An investigation directed by Peril and Promise (2000) expressed that Pakistan is a creating country and for them, instruction is of incredible significance. Their instruction area is confronting numerous issues of them if the nature of staff. As indicated by Lee (2004), one of the significant purposes behind absence of responsibility and turnover of instructors could be compensation that is being advertised.

Danish, R. Q., & Usman, A. (2010) opinioned HR are the most critical among every one of the assets an association claims. To hold a productive and experienced workforce in an association is exceptionally significant in the general execution of an association. Propelled representatives can help make an association intensely more esteem included and gainful. The

present investigation is an endeavour to discover the central point that persuade representatives and it tells what is the relationship among remuneration, acknowledgment, and inspiration while working inside an association. The factual examination demonstrated that diverse components of work inspiration and satisfaction are essentially associated and reward and acknowledgment greatly affect the inspiration of the representatives. Ramifications of the examination for chiefs and policymakers with regards to human asset rehearses have been talked about. Confinements and rules for future research are likewise given.

#### 2.5 Work life Balance and Job Satisfaction

Shanafelt et al (2012) found that in spite of broad information about doctor burnout, as far as anyone is concerned, no national investigation has assessed rates of burnout among US doctors, investigated contrasts by claim to fame, or contrasted doctors and US workers in different fields. Doctors who got an encouragement to take an interest, 7288 (26.7%) finished reviews. At the point when surveyed utilizing the Maslach Burnout Inventory, 45.8% of doctors announced something like 1 manifestation of burnout. Considerable contrasts in burnout were seen by forte, with the most elevated rates among doctors at the bleeding edge of consideration get to (family prescription, general interior drug, and crisis medication). Contrasted and a likelihood based example of 3442 working US grown-ups, doctors were bound to have side effects of burnout (37.9% versus 27.8%) and to be disappointed with work-life balance (40.2% versus 23.2%) ( $P < .001$  for both). Most abnormal amount of instruction finished additionally identified with burnout in a pooled multivariate investigation balanced for age, sex, relationship status, and hours worked every week. Contrasted and secondary school graduates, people with a MD or DO degree were at expanded hazard for burnout (chances proportion [OR], 1.36;  $P < .001$ ), while people with a four-year college education (OR, 0.80;  $P = .048$ ), graduate degree (OR, 0.71;  $P = .01$ ), or proficient or doctoral qualification other than a MD or DO degree (OR, 0.64;  $P = .04$ ) were at lower chance for burnout. Burnout is more typical among doctors than among different US workers. Doctors in claims to fame at the cutting edge of consideration get to appear to be at most serious hazard.

Haar et al (2014) explored the impacts of work-life balance (WLB) on a few individual results crosswise over societies. Independence/community and sexual orientation populism directed these connections. Abnormal amounts of WLB were all the more emphatically connected with job and life satisfaction for people in individualistic societies, contrasted and people in collectivistic societies. Elevated amounts of WLB were all the more emphatically connected with job and life satisfaction and all the more adversely connected with tension for people in sex libertarian societies. By and large, we find solid help for WLB being advantageous for representatives from different societies and for culture as an arbitrator of these connections.

Morganson et al (2010) inspected contrasts in work-life balance (WLB) support, job satisfaction, and consideration as an element of work area. Results demonstrated that the primary office and home-based workers had likewise large amounts of WLB backing and job satisfaction. Principle office workers detailed larger amounts of WLB support than satellite

and client-based workers. Furthermore, fundamental office workers detailed the most elevated amounts of workplace incorporation. Information were initially accumulated for down to earth purposes by the association. The exploration configuration does not consider control or irregular task; in this way, unessential factors may have affected the watched connections. Permitting representatives adaptability in picking their work areas is identified with positive results. The creators propose a few practices for the successful execution of elective work game plans. This paper is among the first to look at the results of telework crosswise over areas. It utilizes a huge single association and a quasi-experimental configuration, upgrading the legitimacy of the discoveries.

## 2.6 Participation in Decision Making and Organizational Commitment

Han et al (2010) mentioned in this study expects to investigate the impact of representative participation in decision making (EPDM) on workers' sure perception and demeanours which can prompt their insight sharing conduct. Reliable with the generous and equity principles of Confucianism, such participation accentuates the sharing of intensity with representatives, which can fulfil workers' humanistic needs, give representatives a major ideal to expand a level of control and mentally experience responsibility for association. Representatives who see they have responsibility for association see themselves as essential organizational individuals and afterward focus on the association. Learning sharing conduct adds to the creation and usage of information; subsequently, cutting edge associations in every case cautiously consult with internal power relations in request to make implicit information shared and produce innovation. Mental possession makes representatives produce organizational commitment which can inspire benevolent soul, contributing to learning sharing conduct. In any case, analysts have not yet investigated the connections among EPDM, mental possession, organizational commitment, and information sharing conduct, revealing an imperative research hole. Measurable investigation of 260 examples involving exceedingly specialized and information intensive organizations in Taiwan was embraced. Hypothesis driven methodology and auxiliary condition modelling were the main approaches utilized. Results demonstrated that representative participation in decision making was a positive relationship with mental possession. Mental possession was decidedly identified with organizational commitment. A positive relationship existed between organizational commitment and information sharing. Organizational commitment intervened the connection between mental possession and learning sharing conduct. Imperative ramifications for scholastics and experts were examined.

## 2.7 Employee Engagement and Organizational Commitment

Xanthopoulou, Despoina, et al (2009) found in his investigation analysed longitudinal connections between job resources, personal resources, and work engagement. Based on Conservation of Resources hypothesis, we guessed that job resources, personal resources, and work engagement are corresponding after some time. Aftereffects of structural equation modelling investigations upheld our speculations. In particular, we secured that T1 position and personal resources

related decidedly to T2 work engagement. Also, T1 work engagement related emphatically to T2 job and personal resources. The model that fit best was the equal model, which demonstrated that resources and work engagement as well as job and personal resources were commonly related. These discoveries bolster the suspicion of Conservation of Resources hypothesis that different kinds of resources and prosperity advance into a cycle that decides representatives' effective adjustment to their work surroundings.

## 2.8 Compensation and Rewards and Organizational Commitment

According to Nawab et al (2011) The point of this exploration consider is to fabricate an understanding with respect to the effect of representative remuneration on their activity fulfilment and worker's organizational commitment among Pakistani college educators. Improving organizational commitment among the employees is a basic component since that will in the long run outcome in their higher representative commitment, upgrading maintenance and they will perform better. By recognizing the effect of worker remuneration in the instructive part will assist associations with fostering organizational commitment and upgrade their fulfilment level among employees. This examination likewise means to build up a game-plan for the college's organization to think of practices which would empower them to pull in and hold top-level staff at their establishments. An investigation directed by Peril and Promise (2000) expressed that Pakistan is a creating country and for them, instruction is of extraordinary significance. Their training division is confronting numerous issues of them if the nature of staff.

## 2.9 Work life Balance and Organizational Commitment

The motivation of Deery, Margaret. (2008) behind this paper is to analyze the writing identifying with the maintenance of good representatives and the job that work-life balance (WLB) issues have in a worker's choice to remain or leave an association. The paper starts with a concise diagram of the fundamental material in the more conventional administration writing and afterward tailors the discourse to the neighborliness and the travel industry utilizing writing from the friendliness and the travel industry diaries. The paper gives an outline of the key worker turnover writing inside the accommodation and the travel industry for those scholastics inquiring about around there, with explicit consideration given to the job of WLB issues in the turnover decision-making process. The paper additionally gives a hypothetical and viable framework for industry to create procedures for diminished representative turnover, with an emphasis on The key discoveries rising up out of this writing audit center around job dispositions, for example, job satisfaction and hierarchical commitment, individual properties, for example, positive and negative affectivity, the job of WLB in worker turnover and, at long last, the methodologies gave to mitigate high turnover rates. the job that adjusting work and family plays in these systems.

## 3.1 Research Methodology

In order to execute the study and attain its aims, starts with restatement of the objectives of the study followed by research design (approaches and methods), adopted for study. This paper also deals with scope of the study, research approach,

and methodology adopted for the study, sampling plan, development of instrument and statistical tools utilised for data analysis, interpretation and making significant inferences.

**3.2 Sampling**

There are four data collection modes: self-administered questionnaire, personal interview, telephone interviews, and mail interviews (Dwivedi, 1997; and Zikmund, 2003). Each of these modes has advantages and disadvantages associated within them (Nachmias & Nachmias, 1981; Zikmund, 2000 and 2003). It was difficult to select a particular one from them by comparing the advantages and disadvantages of each. This is because the strong point of one mode tends to be the weakness of the other.

**3.3 Development of the instrument**

The basic research approach was to identify the variables that affected the job satisfaction and organizational commitment among academicians. In the process researcher had gone through extensively and rigorously with around 140 research papers from international refereed journals, and found few variables (later on discussed in this paper) which affected both job satisfaction and organizational commitment.

In the current study the mode was selected on the basis of its aims and data required. This study required self-administered questionnaire as many variables needed to be explored.

**Table 3.1 Development of instrument**

Variable	No. of Items	Source
Participation in decision making	18	Mundi (2011)
Employee Empowerment	15	Roller (1998)
Compensation/Rewards	5	Demo et.al (2012)
Work Life Balance	15	Smeltzer et al (2016)
Job Satisfaction	10	Macdonald & Macintyre (1997)
Organizational Commitment	9	Mowday, Porter & Steers (1982)

**3.4 Discussion on Methodology**

The researcher has used the conceptual framework for research to evaluate the causal relationship between high impact HR practices and their behavioural outcomes among academicians of higher education institutes in Gwalior region. An instrument which was developed to elicit information from employees of higher education institutes of both private and government. The word employee means the people who are on the payroll of private institution or employed in government higher education institution, and only these were qualified for filling the questionnaire.

**3.5 Objectives of the Study**

1. To re-standardize and validate the measures for evaluating High impact HR practices in Academic sector.
2. To find out the underlying factors of High impact HR practices in Academic sector.
3. To examine relationship between participation in decision making and job satisfaction among academicians from higher education institutes.
4. To examine relationship between employee empowerment and job satisfaction among academicians from higher education institutes.
5. To examine relationship between compensation/rewards and job satisfaction among academicians from higher education institutes.

**3.6 Tools Used for Data Analysis**

To match up with the designated objectives of the research, the researchers utilized following statistical tools. All the statistical tools were applied through statistical software packages SPSS 22.0 and spread sheet software package Microsoft Excel 2016.

1. Cronbach’s Alpha Reliability Coefficient was utilized to calculate the reliability coefficient. It indicated that the extent to which a scale produced consistent results.
2. Shapiro Wilks Test for normality was applied by the researcher to identify the outliers and attain data normality which is basic assumption for application of parametric statistical tools.
3. Pearson-Correlation coefficient was utilized to examine the correlation between variables examined variables in the study.
4. Path Analysis (an advanced form of multiple regression) using AMOS was utilized by the researcher to examine the causal relationship between independent variables and dependent variables examined in the study.

**4.1 Data Analysis**

Results from statistical analysis and outcomes of hypotheses testing are presented. It starts with normality and outliers, reliability measures, profile of sample; and towards the end correlation and regression analysis, related to the study were presented.

**4.2 Response Rate**

As discussed earlier, the study was conducted in Gwalior region, and data were collected from academicians. Respondents were contacted directly by the researcher. In all 358 questionnaires were distributed for getting opinion on HR practices and their required outcomes. All the questionnaires were checked and 307 questionnaires were found suitable for data analysis. This results in a response rate of 85.7%.

Formula of response rate is as follows:

$$= \frac{\text{Number of valid survey responses}}{\text{Number of individual contacted}} \times 100$$

$$= \frac{307}{358} \times 100 = 85.7\%$$

Regarding an acceptable response rate, Babbie (1990) quoted 60% as 'good' and 70% as 'very good' (rules of thumb only). According to Faculty Innovate at University of Texas (2017), the considerations of good response rate is as follows:

**4.3 Sample Profile**

**Distribution of sample and frequencies of respondents**

The total sample of respondents consisted by 307 responses. With the help of descriptive analysis researcher had identified that from which gender how much data (in different categories) had been collected. There were 199 males and 108 females for recording their responses.

Pie chart represent the graphical analysis of gender wise opinion. The female respondents were 35% and the male were 65%.

The total sample of respondents consisted by 307 responses. With the help of descriptive analysis researcher had identified that from which marital status how much data (in different categories) had been collected. There were 208 married and 99 single for recording their responses.

Pie chart represent the graphical analysis of marital status wise opinion. The single respondents were 32% and the married were 68%.

**4.4 Measure of Reliability**

It is important to assess the reliability of instruments in order to design good scales for measurement. Reliability can be defined as the extent to which measures are free from error and thus yield consistent results (Zikmund W. G., 1994). Reliability is construed as the internal consistency of items comprising a construct and repeatability of the measure (Avkiran, 1995). Stone (1978) postulated that internal consistency addresses the homogeneity of a measure.

Nunnally (1978) recommended calculation of coefficient alpha (also known as Cronbach alpha) in order to assess the reliability of a multiple-item variable. Churchill and Peter (1984) suggested an accepted level for the alpha coefficient. According to them a value of alpha below 0.60 is undesirable. Nunnally (1978; 1988) indicated that new developed measures can be accepted with an alpha value of 0.60, otherwise, 0.70 should be the threshold. However, considering the use of these scales for the first time in a new culture, the cut off value for the alpha coefficient was set up for 0.60 for all the scales (self-developed scales).

The reliability of all the measures were computed by using SPSS 20.0 software. Cronbach's alpha coefficients were computed for all the items in the questionnaire.

<b>Table 4.4: Cronbach's Alpha coefficient statistics</b>		
<i>a)</i>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Participation in decision making	0.769	18
Employee Empowerment	0.855	15
Compensation/Rewards	0.807	5
Work Life Balance	0.823	15
Job Satisfaction	0.778	10
Organizational Commitment	0.672	9
<b>Overall</b>	<b>0.775</b>	<b>72</b>

It is easy to observe from the above table that all the alpha values are are heigher than the 0.6. It is considered that the reliability value more than 0.6 is good, reliability value was higher than the standard value, therefore, all the items in the questionnaire were highly reliable.

**4.5 Exploratory Factor Analysis**

In multivariate statistics, exploratory factor analysis (EFA) is a statistical method used to uncover the underlying structure of a relatively large set of variables. EFA is a technique within factor analysis whose overarching goal is to identify the underlying relationships between measured variables (Norris, and Lecavalier, 2009). It is commonly used by researchers when developing a scale (a scale is a collection of questions used to measure a particular research topic) and serves to identify a set of latent constructs underlying a battery of measured variables (Fabrigar, Wegener, MacCallum, Robert, & Strahan, 1999) It should be used when the researcher has no a priori hypothesis about factors or patterns of measured variables (Finch & West, 1997). Measured variables are any one of several attributes of people that may be observed and measured. An example of a measured variable would be the physical height of a human being. Researchers must carefully

consider the number of measured variables to include in the analysis (Fabrigar, Wegener, MacCallum, Robert, & Strahan, 1999). EFA procedures are more accurate when each factor is represented by multiple measured variables in the analysis.

EFA is based on the common factor model. Within the common factor model, a function of common factors, unique factors, and errors of measurements expresses measured variables. Common factors influence two or more measured variables, while each unique factor influences only one measured variable and does not explain correlations among measured variables (Norris, & Lecavalier, 2009).

EFA assumes that any indicator/measured variable may be associated with any factor. When developing a scale, researchers should use EFA first before moving on to confirmatory factor analysis (CFA). EFA requires the researcher to make a number of important decisions about how to conduct the analysis because there is no one set method. However, this study will be doing EFA adopting Principle Component Analysis (PCA).

**4.6 Pearson Correlation: Establishing Relationship Between all the Variables**

Correlation is a term that refers to the strength of a relationship between two variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other, while a weak or low correlation means that the variables are hardly related. Correlation analysis is the process of studying the strength of that relationship with available statistical data.

Here, SPSS is used to determine whether a relationship between two variables is present, and how strong it might be. The statistical process will produce a correlation coefficient that tells you this information. The most widely used type of correlation coefficient is the Pearson r. This analysis assumes that the two variables being analysed are measured on at least interval scales, meaning they are measured on a range of increasing value. The coefficient is calculated by taking the covariance of the two variables and dividing it by the product of their standard deviations.

Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation, which means that as the value of one variable increases, the other decreases. While a value of +1.00 represents a perfect positive relationship, meaning that as one variable increases in value, so does the other. Values like these--of + or - 1.00--signal a perfectly linear relationship between the two variables, so that if you plot the results on a graph it would make a straight line. A value of 0.00 means that there is no relationship between the

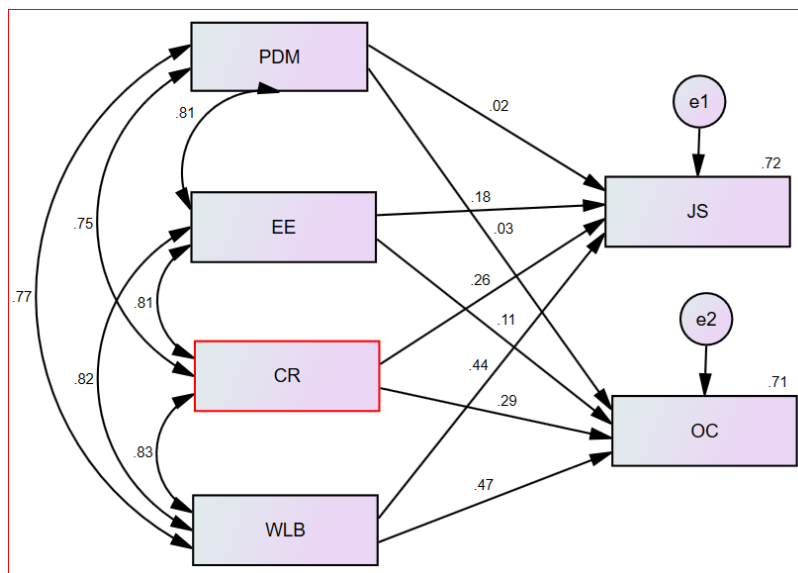
variables being tested (About.com, 2016). Pearson r is calculated through SPSS 20.0. This was an attempt to know that does there any relationship exist or not.

It can be reported with the help of corresponding table that in majority of conditions, there is good relationship. A few relationships are weak also. For having a good conceptual model few weaker relationships can be considered for further analysis. The Pearson r was calculated in between all six variables of study. Results are presented the table below.

It can be interpreted that all the variables are positively correlated with each other. The relations is found significant in all the cases. Now, it is a subject of further analysis that how much these variables can influence each other and what is the degree of relationship. These relationships will be utilised in further analysis. Therefore following model has got validity to analyse with some advanced tools for exploring relationship further.

The proposed model contained two dependent variables namely, job satisfaction and organizational commitment. And there were four independent variables, namely participation in decision making, employee empowerment, compensation and rewards along with worklife balance. In total, eight hypotheses were proposed.

**4.7 Path analysis using AMOS**



This Chi-square tests the null hypothesis that the over-identified (reduced) model fits the data as well as does a just-identified (full, saturated) model. In a just-identified model there is a direct path (not through an intervening variable) from each variable to each other variable. In such a model the Chi-square will always have a value of zero, since the fit will always be perfect. When you delete one or more of the paths you obtain an over-identified model and the value of the Chi-square will rise (unless the path(s) deleted have coefficients of exactly zero). For any model, elimination of any (nonzero) path will reduce the fit of model to data, increasing the value of this Chi-square, but if the fit is reduced by only a small amount, you will have a better model in the sense of it being less complex and explaining the covariances almost as well as the more complex model.

The nonsignificant Chi-square here indicates that the fit between our overidentified model and the data is not significantly worse than the fit between the just-identified model and the data. You can see the just-identified model here. While one might argue that nonsignificance of this Chi-square indicates that the reduced model fits the data well, even a well-fitting reduced model will be significantly different from the full model if sample size is sufficiently large. A good fitting model is one that can reproduce the original variance-covariance matrix (or correlation matrix) from the path coefficients, in much the same way that a good factor analytic solution can reproduce the original correlation matrix with little error. The model presented here, has got the Chi-square as 112.550 and significant at 0.000, which means significant at 99.97% confidence.

Table 4.18: Regression Weights: (Group number 1 - Default model)

			Estimate	Standardized weights	S.E.	C.R.	P
JS	<---	PDM	.022	.020	.050	.448	.654
OC	<---	PDM	.036	.032	.052	.704	.482
JS	<---	EE	.185	.176	.053	3.483	***
OC	<---	EE	.115	.107	.055	2.096	.036
JS	<---	CR	.273	.259	.051	5.359	***
OC	<---	CR	.310	.289	.053	5.911	***
JS	<---	WLB	.463	.444	.053	8.810	***
OC	<---	WLB	.495	.465	.054	9.120	***

The path coefficients above match those we obtained earlier by multiple regression. Except two hypotheses, all other hypotheses were rejected. Interestingly, the variable "participation in Decision Making" were not able to ensure its role.

**5.1 Findings of the Study**

The findings of the study are based upon the inferences made from the statistical tools utilized. variety of statistical tools were in the study, following are the findings from the study.

1. Exploratory factor analysis for compensation and rewards showed that all the items converged in to one factor. It indicated that there was high correlation between the statements which recorded the attitude of the employees towards compensation and rewards offered by the company.
2. Exploratory factor analysis for participation in decision making showed that all the items converged in to two factors. It indicated that employees believed employees believed that the boss didn't interfered in their work and also that boss had belief in employee if they were given additional responsibility by the company.
3. Exploratory factor analysis for employee empowerment converged all the items in to two factors. It indicated that there was employees were given flexibility and freedom in doing their job by the organizational and were also responsible for completion of allotted task by the company.
4. The results from the correlation exhibited that the variables examined in the study were highly correlated with each other.
  - a. The results indicated that there was high correlation between participation in decision making and employee engagement. It can be inferred that in an organization where employees' participate in decision making also witness high engagement of them.
  - b. The results indicated that there was high correlation between participation in decision making and compensation and reward. It can be inferred that in an organization where employees' participate in decision making are also given high compensation and rewards for their contribution towards development of organization.
  - c. The results indicated that there was high correlation between participation in decision

making and work life balance. It can be inferred that in an organization where employees participate in decision making also have high work life balance.

- d. Interestingly, results indicated that there was high correlation between employee engagement and job satisfaction. It can be inferred that in an organization where highly engaged employees also were satisfied with the job.
  - e. Surprisingly, results indicated that there was high correlation between compensation and rewards with work life balance. It can be inferred that in an organization where high compensation and rewards also lead to high levels of work life balance.
  - f. The results indicated that there was high correlation between job satisfaction with organizational commitment. It can be inferred that in an employee who is highly satisfied with the job are also having high levels of commitment towards organization.
5. Surprisingly, the results indicated that there was no significant relationship between Employee participation in decision making and job satisfaction.
  6. The results indicated that there is a positive significant relationship between Employee Empowerment and job satisfaction.

**5.2 Implications from Research**

This part of the paper offers implications for both managers and researchers derived from the results of the research. Below mentioned are the implications.

**5.2.1 Implications for the Managers**

1. The goal setting should be crystal clear among the employees. Therefore, the human resource department should clearly communicate the distinct objectives for each and every worker which would enhance the personal performance.
2. Career development practices have to be performed by individual employees and organization for success, appreciation, development, with goal of improving quality of life among employees.
3. From the study, it is suggested that the compensation and rewards should be properly distributed among employees of an academic institute. It would not only

increase satisfaction but also increase level of commitment among the employees.

### 5.2.2 Implications for the Researchers

1. Researchers will need to expand their outcomes of potential antecedents of work–high impact human resource practices, particularly if they are using a components approach.
2. The results of the study also imply that merit based rewards and compensation structure acts as a catalyst for performance among employees. Thus more emphasis should be there on researches in the described area.

### 5.3 Limitations of the Study

Despite making sincere efforts, the researcher came across some limitations that would have affected the quality of the study. Following are those limitations of the study:

- a) The researcher collected primary data from the on-site and some responses recorded by representative of researcher. That might cause some level of differences in responses. This study covered few geographical areas, that-is-why, it was a constraint to the researcher.
- b) It need to understand the limitations of researcher, that because of less time and fund available, researcher was able to do the study with basic statistical procedure.
- c) Respondents, academicians in education institutes in Gwalior region, were hesitant in giving some information. Due to this, findings may be influenced.

Despite these limitations, the present study shall definitely be useful for the researchers' planners', policymakers' and

administrators' of academic institutes in Gwalior region to take directions from the findings and suggestions to implement the principles of human resource management to excel the employee and institute performances.

### 5.4 Scope for Future Research

Various roads for future research emerge from this examination as far as elite; explore is required to see how human resource management practices exist together to create their belongings. It stays to be seen whether a few practices have a more noteworthy effect than do others or whether certain practices ought to be gathered to expand their advantages thus, on the best way to create methodologies for actualizing best management practices that make an arrangement of remunerations which extraordinarily impact inventive conduct in the association.

### 5.5 Conclusion

The education sector needs to be nurtured in concord with world to stay competitive. India has the potential to be a global powerhouse in academics. However, concerted efforts will be required to take education sector to be self-sustaining levels, where the educational institutes will have to increase efforts by their employees meet evolving requirements of the industry. The components of HR practice to correct human resource expands learning and execution of a worker towards work. Execution examination framework serves to improves and generally speaking execution of and development of an association and vocation advancement give self-assurance, profession plans and upgrades.

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