

**Indian Institute
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Presents
Under the auspices of
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Technology Enhanced Learning
NPTEL
(An MHRD initiative)
TECHNOVISION
Educational Technology
Services Centre
IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
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Social Sciences, IIT DELHI**

Lecture # 39

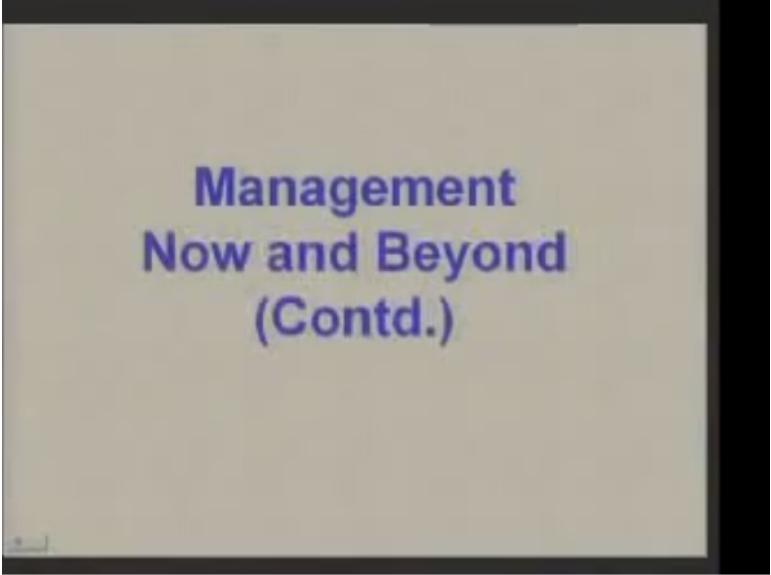
Management:

Now and Beyond

(Contd.)

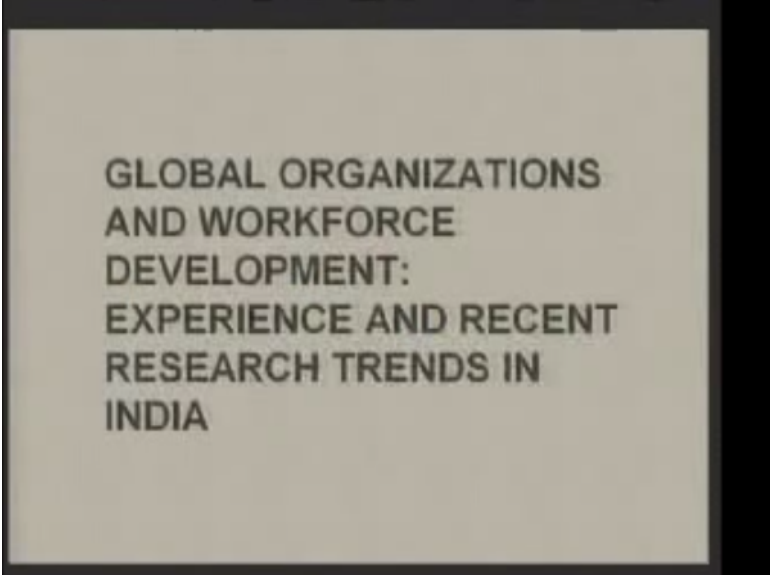
We are discussing Management.

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Management Now and Beyond (Contd.)

Now and Beyond in this, in our last lecture we were discussing globalization.
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GLOBAL ORGANIZATIONS AND WORKFORCE DEVELOPMENT: EXPERIENCE AND RECENT RESEARCH TRENDS IN INDIA

The global organizations and work force development. And I was sharing with you some of the experience and recent research trends in India. Based on some of the studies, with we have conducted

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The Power of Psychological Empowerment as an antecedent to Organizational commitment in Indian managers

- This study attempts to measure psychological empowerment and organizational commitment in a sample of 607 managers drawn from various organizations in India, grouped together in terms of the technology they adopt

Here at ideally and now we move on to discuss the concept of psychological empowerment. We have turned about empowerment some of the earlier lecture and today we are discussing empowerment one of this studies that we have conducted on empowerment as an antecedent to organizational commitment in Indian managers. So this is study attempts to measure psychological empowerment and organizational commitment in a sample of 607 managers of global corporations drawn from various organizations in India, they are grouped in terms of the technology they adopt.

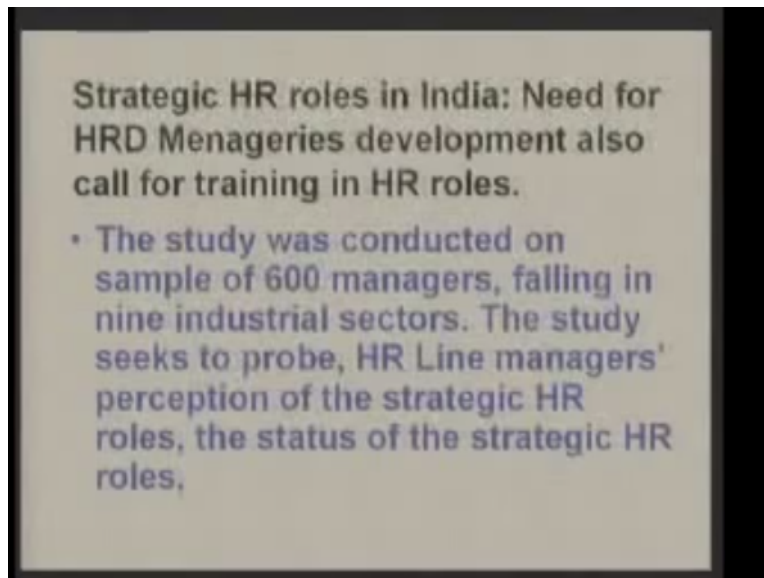
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- The study attempts to predict psychological empowerment through the organizational commitment variable. The results of the study support the that there is close relationship between thus two implications for Indian industry and HRD are discussed.

They are the organizations technology they adopt. This study attempts to predict the psychological empowerment to organizational commitment and result of their study support that there is a close relationship between the implications of the Indian industry and the HRD. Okay,

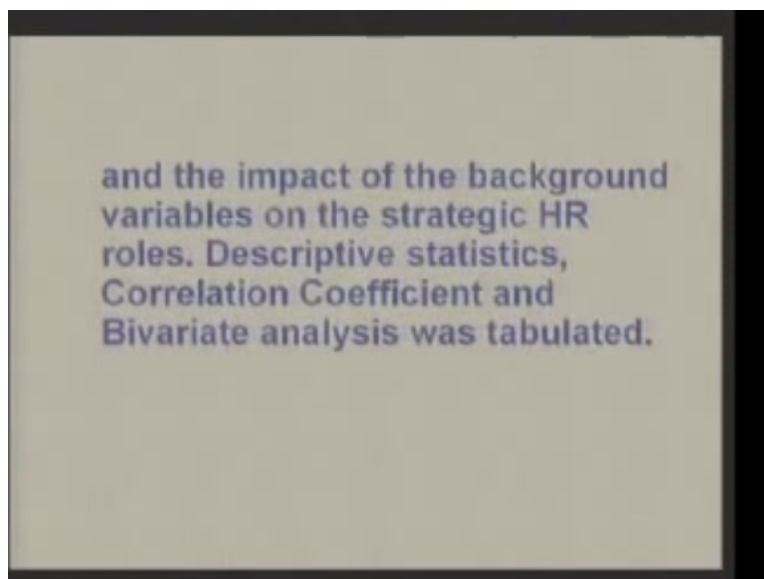
and then there is a close relationship between psychological empowerment and performance. Is that has not been here psychological empowerment and performance.

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Strategic HR roles in Indian organizations also need attention. And so in another study we have explore this strategic HR roles in India need for HRD managers development they also call for training in the HR roles. This study was conducted on his sample of 600 managers falling in the different you know industrial units 9 various industrial units. And they study seeks to probe, HR line managers perception of the strategic HR roles and they status of the strategic HR roles.

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And here the impact of the background variables has also been discussed with the strategic HR roles. And the descriptive statistics, correlation coefficient and Bivariate analysis have been done. We have discussed this method earlier in our chapter on methodology. Yes, so I am not repeated again.

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- Findings indicated that there was no difference in the perception of the strategic partner role in the managers of the Public Sector and Multinational firms.

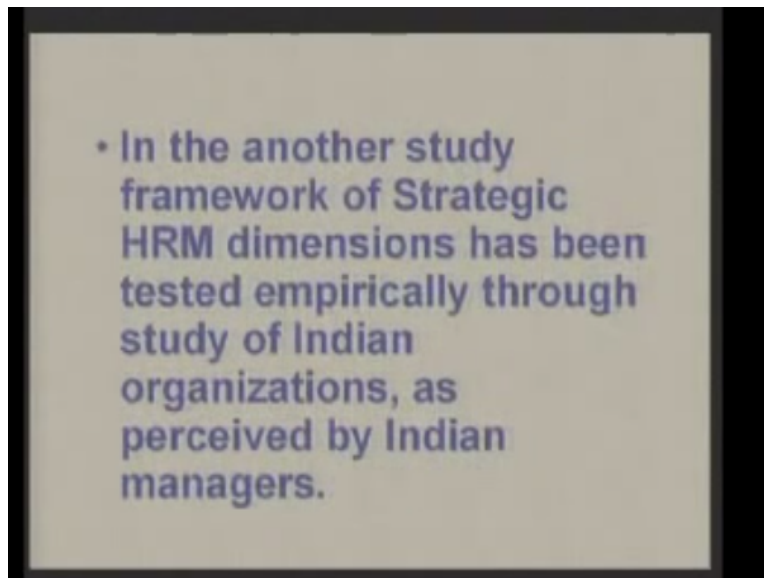
So findings of this study indicate that there is no difference in the perception of the strategic partner roles in the managers of public sector and multinational forms. Yes, there are various types of roles that we okay and we did not find any difference. However there was a significant different in the perception of HR

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- There was a significant difference in the perception of HR managers and line managers. The results provide support for the strategic HR roles, which are of a moderate quality, found only in the managers of the IT sector.

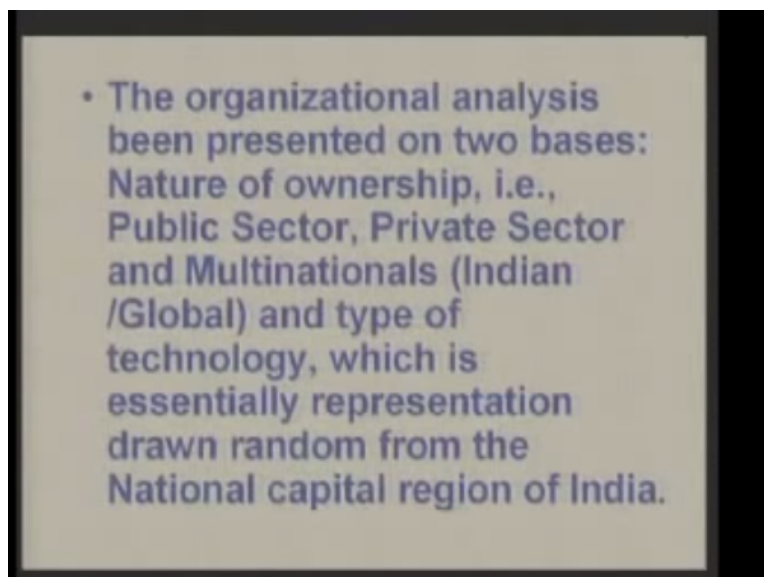
Managers and the line managers the results provide support for strategic HR roles which are of moderate quality, found only the managers of the IT sector. When we say 9 different sectors that include IT is one of the sectors was we have collected data the other sector being pharmaceutical, chemical, and telecommunication and so on.

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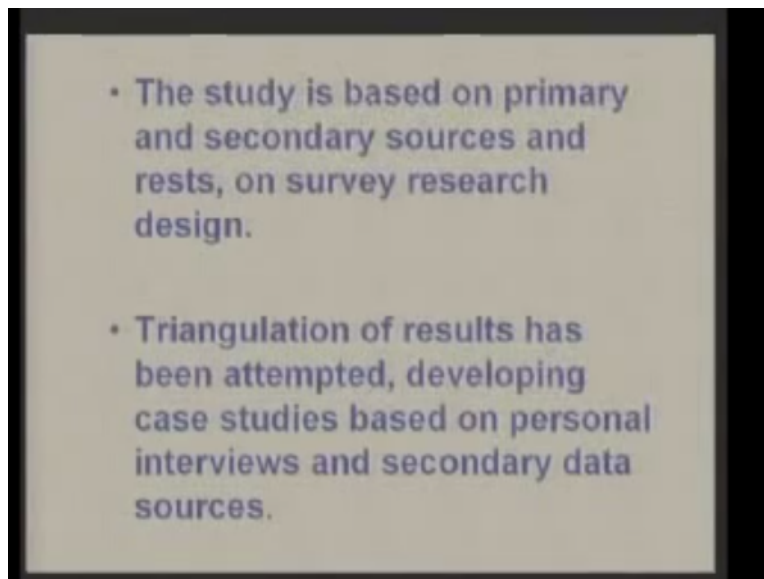
In another study the framework of strategic HRM dimensions human resources management dimensions have been testes empirically to the Indian organizations as perceived by Indian managers.

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The organizational analysis has been presented on one basis: to different set of issues the nature of ownership that is public sector private sector and multinational corporations both Indian and global in fact Indian global when we say Indian organization going global and global organizations coming to India so that what we know we mean and type of technology which is essentially representative of the various industries drawn randomly from the national capital region of India you understand. Yes, or on Delhi national region capital of India.

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- The study is based on primary and secondary sources and rests, on survey research design.
 - Triangulation of results has been attempted, developing case studies based on personal interviews and secondary data sources.

And this study is based on the primary and secondary sources of information's and based on survey research design. And triangular results have been found and have been attempted developing case studies based on personal interviews and the secondary sources of data. We have discussed earlier what are primary source and the secondary sources data on earlier In one of the lectures on methodology again.

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- Triangulation of results has been attempted, developing case studies based on personal interviews and secondary data sources.

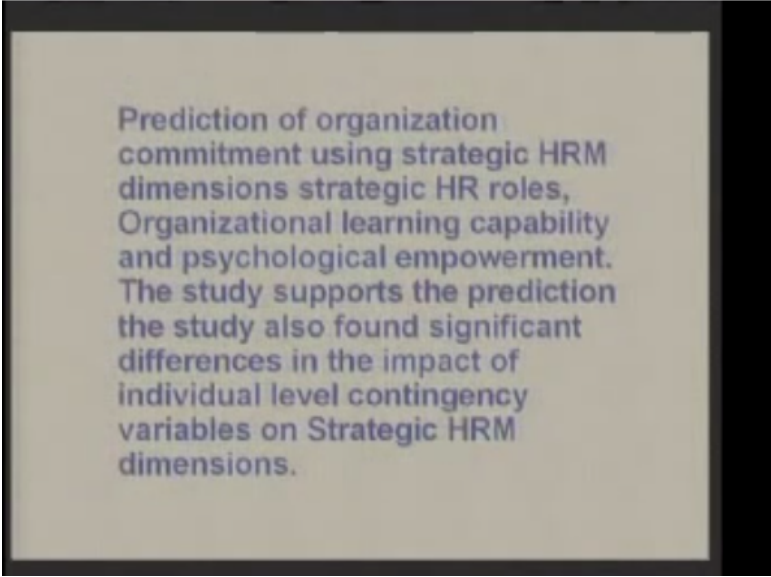
So the results have been attempted and developing studies based on personal interviews and secondary sources of data.

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This study analyzed relationship between Strategic HRM dimensions of Strategic HR roles, organizational learning capability, psychological empowerment and organizational commitment in the global private and public sector organization in India.

This study analyzes the relationship between the strategic HRM dimension of strategic HR roles of organizational learning capability, psychological empowerment and organizational commitment in the global organizations private and public organizations in India.

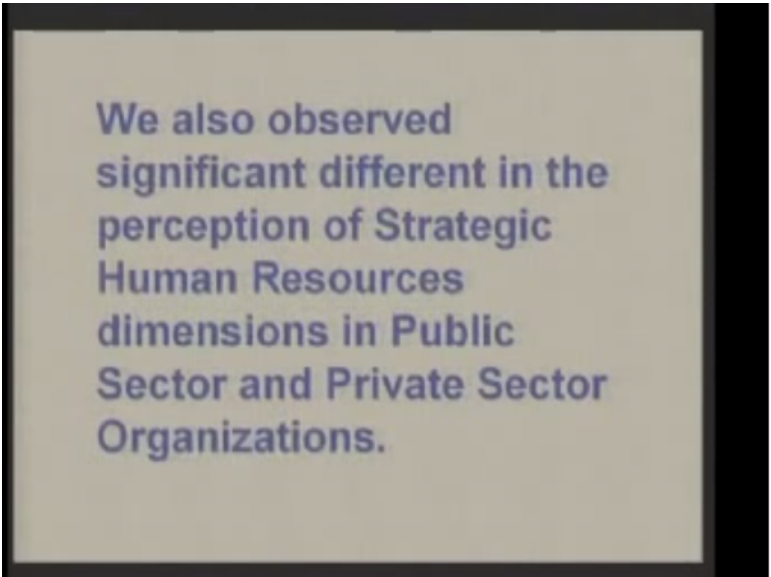
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Prediction of organization commitment using strategic HRM dimensions strategic HR roles, Organizational learning capability and psychological empowerment. The study supports the prediction the study also found significant differences in the impact of individual level contingency variables on Strategic HRM dimensions.

Yes that is the study which was done in 19 as I said to about 2 years ago. Yeah, no not that old as I studied about 2 years or 2005 you can say. This earlier also people have done in such studies. Prediction of organizational commitments using strategic HRM in dimensions strategic HR roles organizational learning capability and psychological empowerment have been done. And this study suppose the prediction as found significant differences in the impact of individual level contingency variables on strategic HRM dimensions individual level continuously variables.

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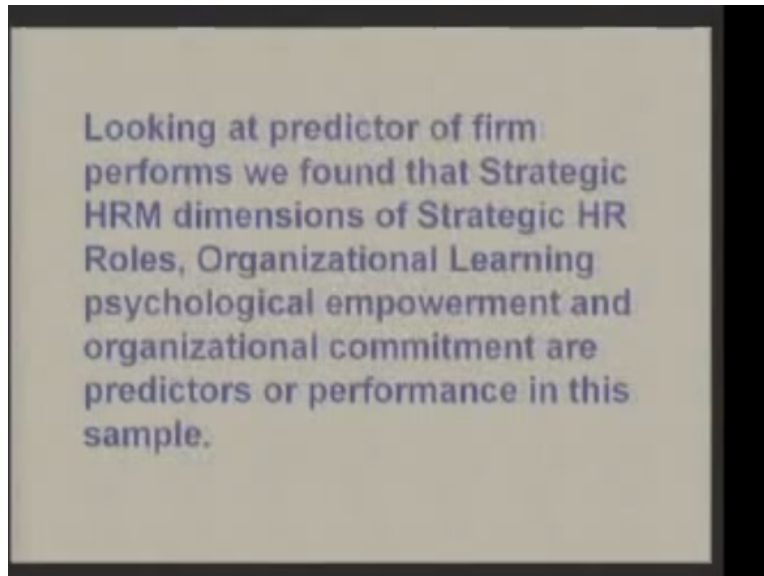


We also observed significant different in the perception of Strategic Human Resources dimensions in Public Sector and Private Sector Organizations.

Yes, they could be organizational level continuously variables, there could be individual level continuously variables. So, this result but is to the individual continuously yes, we also observe significant different in the perception of the strategic human resources dimensions in public

sector and private sector organizations. So if there are differences because of the different type of organizational culture.

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I looking at the prediction of firm performance we found that the strategic human resource management dimensions which relate to HR roles organizational learning psychological empowerment and commitment are the predictors of performance of the firm of the performance of the sample. That means the firms have been taken in as the major samples. So, what we are trying to say that if the organizational culture provides for some of these possibilities then the performance of the organization will also be better. That is what you know we can conclude from number of these studies which we have done.

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HR roles and organizational learning capability

This study focuses on the empirical analysis of strategic HR roles and organizational learning capability. Line and HR firm performance is further analyzed. The sample size consisted of 640 managers in India.

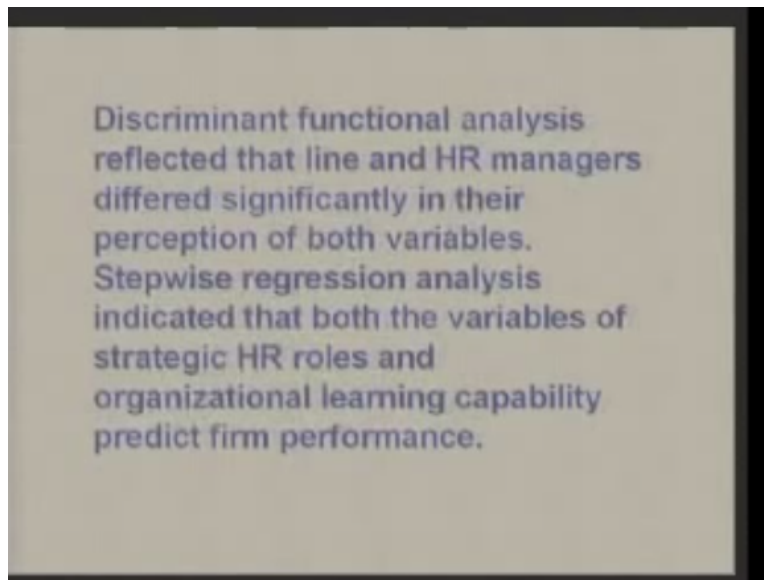
Then the HR role and organizational learning capability in this study they focus is on empirical analysis of strategic HR roles and organizational learning capability of the line of HR firm performed managers in the various firm and the performance is further analyzed in terms of the sample size, which is about 640 in this case 640 managers in India

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Standardized questionnaires were used as tools for the managers' perception of the two variables and their link to data collection. Statistical results indicate that correlation coefficients were mostly significant and positive for the variables and sub-variables of strategic HR roles and organizational learning capability.

So, the standardized questionnaires we had used and the as tools for tools for data collection and we found that the perception of the variables. Okay, and the like you know with the data collection the statistical results indicate that the correlation coefficients were generally significant in the most of the cases and positive for the variable and sub-variables of strategic HR roles and organizational learning capability.

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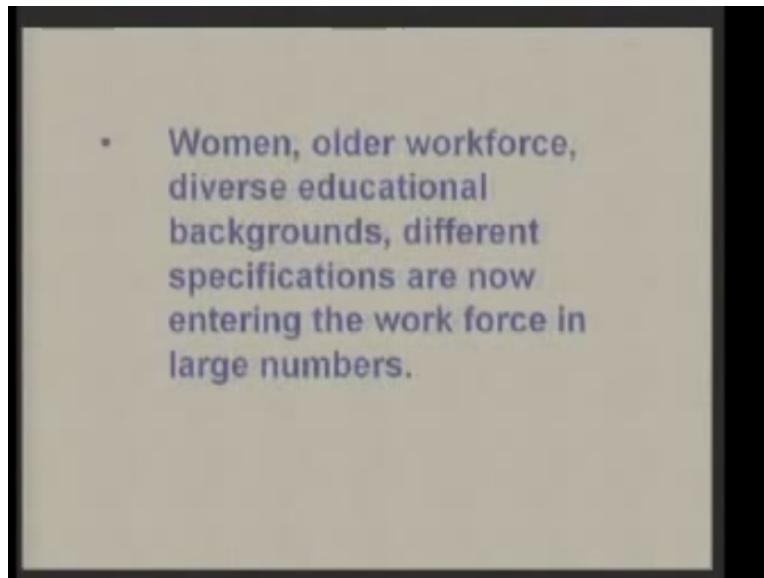
We have also done discriminate functional analysis there which is reflected in the line and staff managers they differed significantly in their perception of both variables. And the stepwise regression analysis indicated that both the variables of strategic HR roles and organizational learning capability predict firm performance. Basically we are looking at some performance they effectiveness profitability survival and growth so some of these factors become important so far as Indian organizations are concerned. Then in earlier one of the chapter we have discussed about work force diversity.

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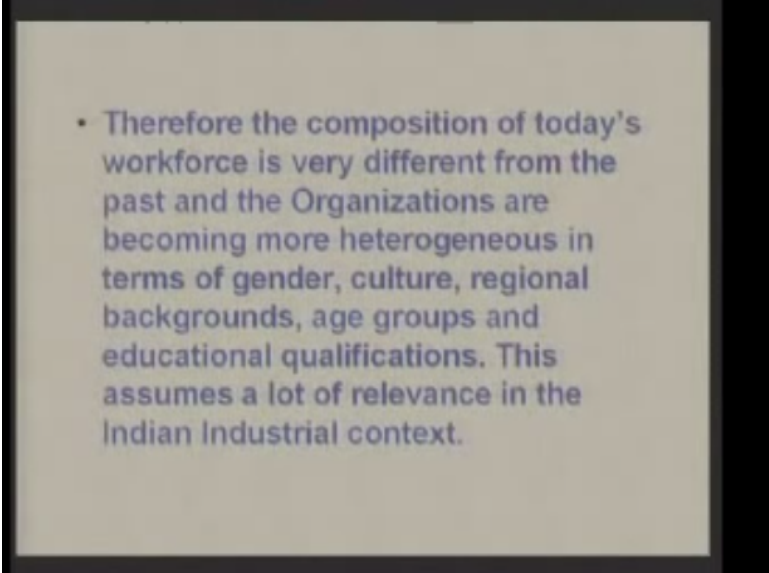
And there also we were emphasizing that there is need for HRD in India and in fact we need to invest a lot of HRD. And in this study which had also talked about some studies on HR on work force diversity in my discussion on the diversity earlier but here one of the important strategic challenges facing organizations today is that valuing differences on adapting to his diverse workforce. So over the past few years, we find the diversity at the work place has become a major challenge for many organizations because the character of their work force composition is changing.

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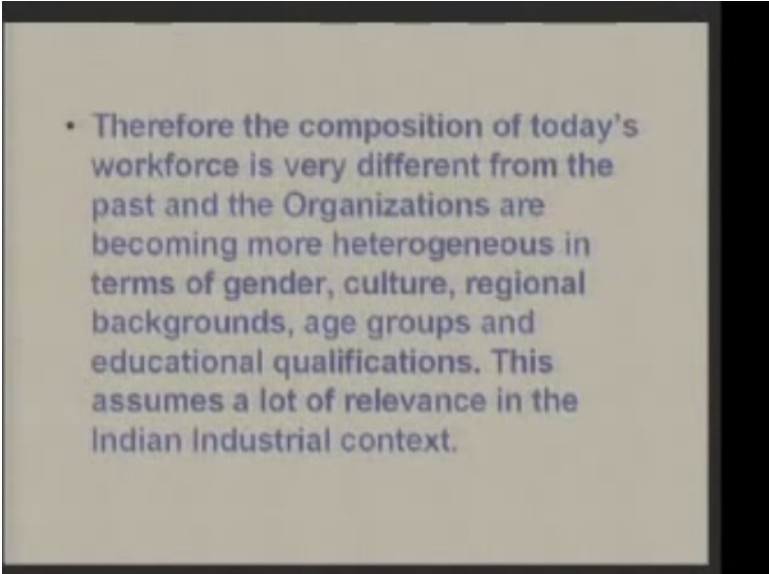
So, the world is changing and the people are changing the mind search changing their aspirations and acceptations are changing. And so, and also with globalization we have the cultural changes also. work force diversity is one of the challenging questions in which we are discussed in many other references you know in the earlier discussions some of the issues that we have also dwelt with the women, the elder the older workforce diverse educational backgrounds, different specifications and now they are the emerging as the work force in large numbers.

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- Therefore the composition of today's workforce is very different from the past and the Organizations are becoming more heterogeneous in terms of gender, culture, regional backgrounds, age groups and educational qualifications. This assumes a lot of relevance in the Indian Industrial context.

Particularly women we have devoted two lectures on women and general issues as a challenge from managers. So earlier part we have discussed that so once again you know I am refereeing to that because we are coming towards the conclusion of the course. So was in sort of recap you can say.

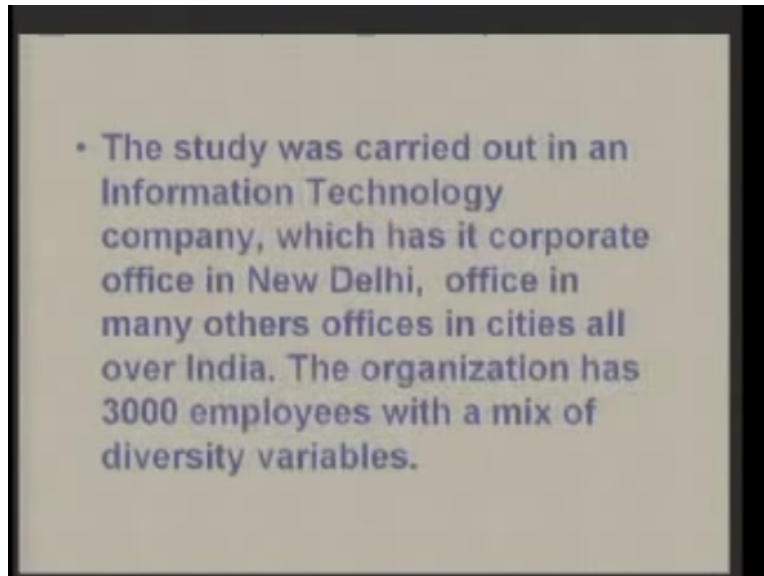
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- Therefore the composition of today's workforce is very different from the past and the Organizations are becoming more heterogeneous in terms of gender, culture, regional backgrounds, age groups and educational qualifications. This assumes a lot of relevance in the Indian Industrial context.

Therefore the composition of today's work for very much different done the past and the organizations also becoming different and more perhaps you know we can say heterogeneous in some sense you can say in the form of gender, culture, religion, religion backgrounds, age groups and educational qualifications and so on. And so this assumes a lot of relevance in the Indian industrial context also. Because in India even though in terms of inter graduations we have entered much relate but today as we stand you know we are becoming real I say major

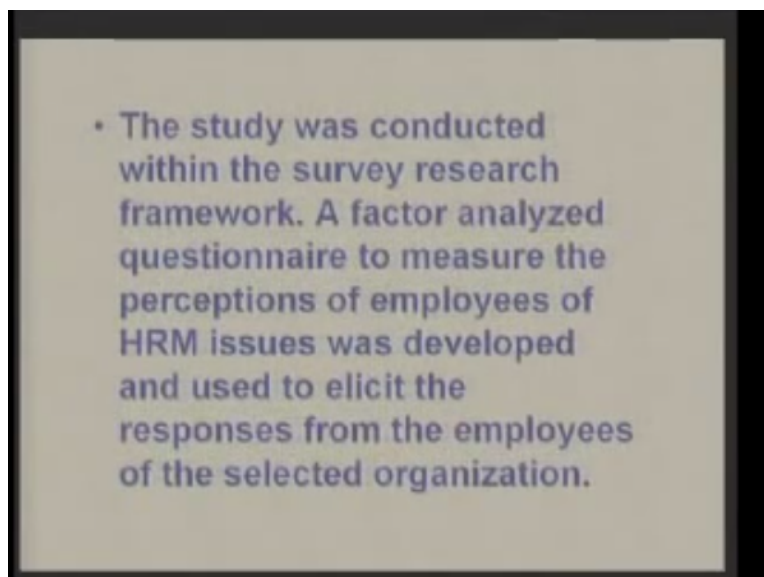
performance field of internalization. Particularly certain sectors and so now we have know the choice than to see the diversity is really taking care of I mean with great importance.

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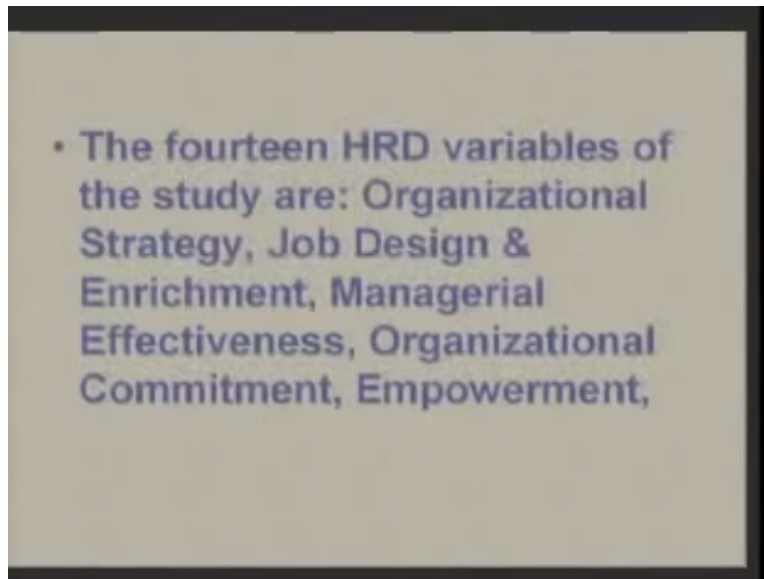
So, in this is study we carried out in an information, this is the study some part of this I have mention in my diversity lecture. Was again I talking about this is study which was conducting in information technology company under which has offices you know in New Delhi in head office in New Delhi all the offices in New Delhi are the many of the cities in the various metros various larger city in India. And the organization has 300 employees.

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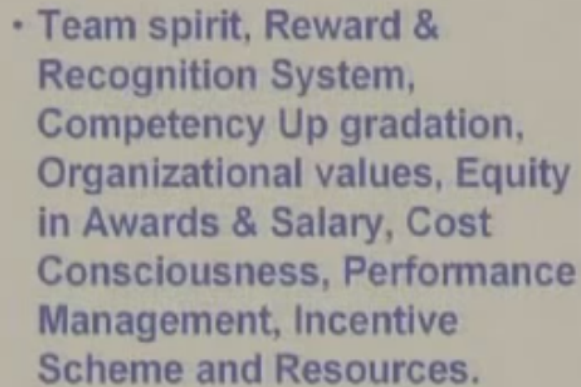
And mix of diversity in many sense. also this study considered within the survey research method the framework. A factor analyzed questionnaire was developed to measure the perceptions of the employees on the HRM issues and was developed in you know to elicit the responses from the employees of the selected organizations. In this study we have just taken one organizations.

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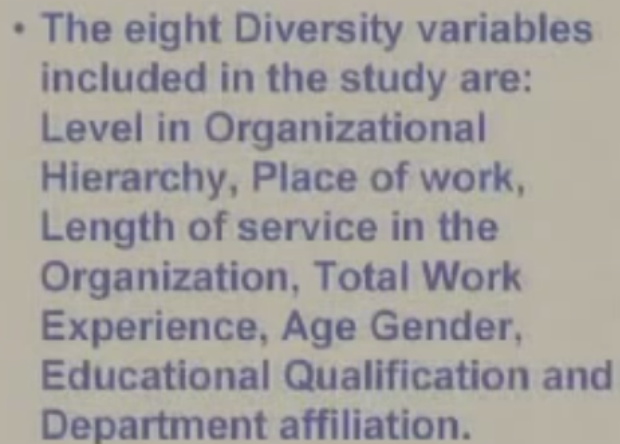
Because, we thought that the better control will be there. And that is why we did not go to many IT sectors for organizations. And since we had permission to conduct this study we have conduct this study only in one organization. But it might have implications for other IT companies as filed. So, the HRD variables of this study are the organizational strategy, job design, enrichment, managerial effectiveness, organizational commitments, and empowerment.

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- Team spirit, Reward & Recognition System, Competency Up gradation, Organizational values, Equity in Awards & Salary, Cost Consciousness, Performance Management, Incentive Scheme and Resources.

Team spirit, reward and recognition system, competency up graduation, organizational values, equity and rewards and salary, cost consciousness, performance management, incentive scheme and resources.

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- The eight Diversity variables included in the study are:
Level in Organizational Hierarchy, Place of work, Length of service in the Organization, Total Work Experience, Age Gender, Educational Qualification and Department affiliation.

And out of this analysis we have take the diversity variables like levels in the organizations hierarchy, place of work, length of service, total work experience, age gender, educational qualification and department affiliation.

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- The study reveals that the diverse group of employees have significant differences in their perception of HRM issues, and HRD needs.

Are getting this time to talk about taking these diversity variables and some of those HR variables which are showed here. We try to see whether people differed with regard to these variables. And this analysis we found this study reveals that the diverse group of employees have significant differences in their perception of HRM issues, and HRD needs. That is very important when we are trying to actually have HRD as a movement. We have to see the HRD needs of the employees. And so that relates to the diversity at the place of work.

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- There is positive correlation between the perceptions of HRD issues and the Diversity Variables. diversity

There is a appears in a positive correlation between the perception of HRD issues and the diversity variables, in this study.

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- Variables are also predictors of perceptions of HRM issues. The study has highlighted the importance of giving strategic focus to HRD issues and role in designing and implementing HRD strategies & achieve organizational effectiveness and competitive advantage

And then we find that variables also have we have looked at the prediction values of this variables terms of strategic analysis. And the predictors of perceptions of HRM issues are some of the like they highlighted the importance of giving strategic focus to HRD issues and the roles of designing and implementing HRD strategies and achieve organizational effectiveness and the competitive advantage.

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HRD: The issue of gender

The role of women in Indian Society has changed over the years from the Vedic India to modern times. Male-female couple mentoring complementary concept of Vedic times has been forgotten and gradually made supremacy evolved. However, today's women have developed confidence as a results of socio cultural change and they have developed the potential to contribute in the development process.

In other word what we are trying to say from the earlier study, that the HRD is a new of their and we have to seen because people at different levels in our different gender different class, that differ perception we have to see that they become beneficial to the organizations and beneficial themselves. In audited actually achieve the better performance and the competitive advantages that you have found perhaps you achieve. So just cannot say that okay there is one rule and they

just one guide line and that should apply to everyone we have to use the continuously perhaps you know approach analyze the situations in audited really optimize on the human efficiency, human conductivity yes, so from here I take you to the issue of gender. The issue of gender this we have discussed earlier also two lectures of gender and women at the place of work also in diversity we have discussed that and you must be thinking that why so much of emphasis the reason is that is a new world force all over the world. But much so you know in India because with our development of globalization you find that women are become so important at the place of work important when I say important in terms of the number okay, many women are working here.

I am not saying important you know any other sense. Okay, the role of women in Indian society that has changes that what you know I am trying to say. Over the years and this is from the Vedic era. The values have change so the role also have change and from the Vedic era, to modern times and male and female couple mentoring complementary concept of Vedic times. This has been forgotten and gradually made a supremacy which was evolved in over the years you know the gradually that has become different however today is time women have developed in confidence and as a result of social cultural changes they have developed the potential to contribute to the development.

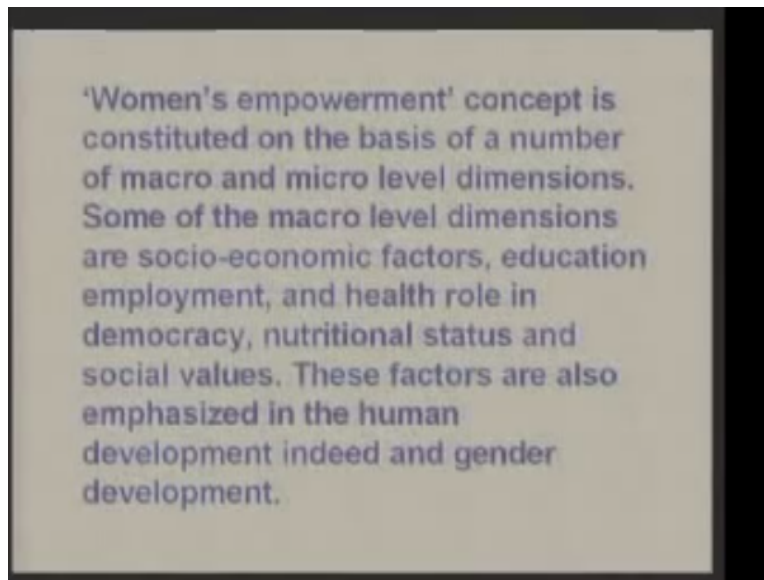
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So, we have to look at this issue in at the place of organization as one of the issues in heart development. So the heart of development process is social change in our discussion on social change also the change management of change we have discussed also th issue of the development so the heart of development process is the social change, education, values and environmental factors. Women are entering the formal scenario as active partners in today's global economy. And they have made significant contributions in the areas of agriculture, rural development, primary education, higher education and research and now industrialization

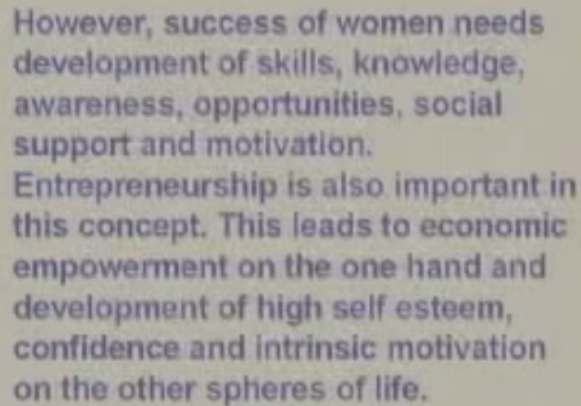
leading to development of India. When we change industrialization in working you know in a very way in many other industries and many of the organizations many services industries and many other sectors.

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So, women's empowerment becomes important as a concept which we have to see when we are looking at the whole issue of management now and beyond. Women's empowerment is constituted in terms of number of micro and macro level factors and some of the macro level dimensions are the socio-economic factors, education employment and health care in democracy, the nutritional status and the social values. Some of these factors are also emphasized in the human development indeed and the gender development. In fact it is human development index.

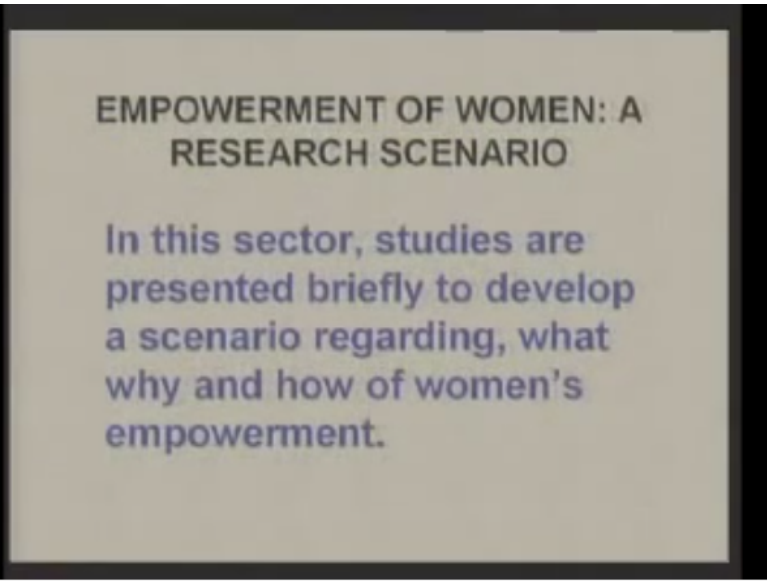
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However, success of women needs development of skills, knowledge, awareness, opportunities, social support and motivation. Entrepreneurship is also important in this concept. This leads to economic empowerment on the one hand and development of high self esteem, confidence and intrinsic motivation on the other spheres of life.

However the success of women needs further you know development of skill of women the knowledge, the awareness the opportunities, social support and motivation. These are some of the issues in the success of women. Which management has to realized recognized and perhaps emphasized create conditions so that women can really come out the best results possible. Entrepreneurship is also an important concept in this regards and this leads to the economical empowerment on the one hand and development of high self esteem, confidence and intrinsic motivation on the other spheres of life.

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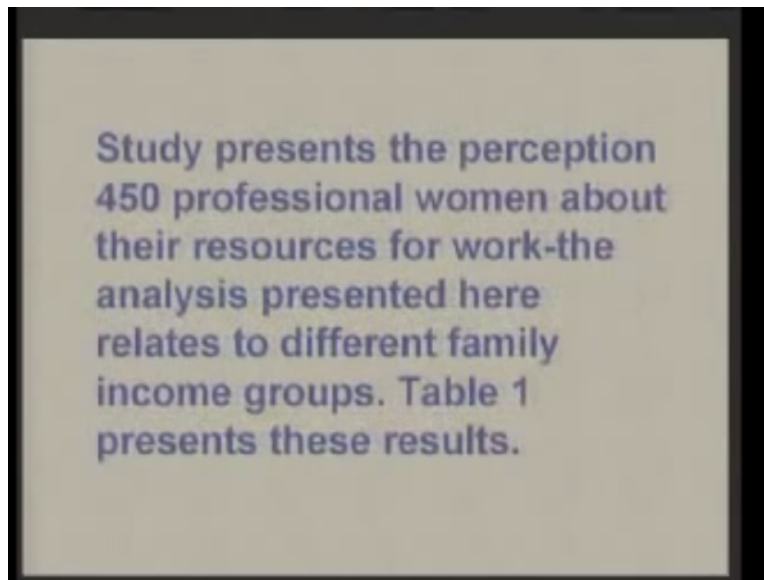
EMPOWERMENT OF WOMEN: A RESEARCH SCENARIO

In this sector, studies are presented briefly to develop a scenario regarding, what why and how of women's empowerment.

Entrepreneurship when we are talking about this refers to women of course women get in empowered in women they become entrepreneur. But entrepreneurship generally also is very important for India has developed. So empowerment of women a research scenario when I am

just planning just very quickly I will go through this because part of that we have already done in some of the earlier lectures. So, in this sector studies have been presents briefly regarding to develop a scenario regarding, what why and how of women's empowerment.

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And about this I have tested upon in also. so, this study presents perception of 450 professional women about their resources for the work and the analysis presents here this relates to different family income groups.

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1. Work suited to my qualification	44.4%
2. Circumstances force to take up job	13.3%
3. For job satisfaction	15.6%
4. Friend's/ Social influence	4.4
5. Doing job is in fashion	1.1

And in fact the tables have I am just very quickly I am putting you know this table that why people or women are working these in for that okay you can see is not very interesting to note

that how many people feel that work is suited to my qualification and how many people sorry how many women feel that the circumstances forces to take u the job. How many women feel that it is for their job satisfaction how many women feel that it is the friends are the social influence and how many women feel that doing job is in fashion? So, you can see that this survey of women professionals and you ca see that maximum number of women would like to enter as work for because they feel that work is suited to their qualification. Is not that alternatives I seen very interesting and this is what it is in India today. Then also some other aspects on that I

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6. For becoming financially sound	3.3
7. Job has promotional avenues	3.3
8. It gives identify/ social status	5.6
9. Utilization of time in productive way	5.6
10. Any other reason	1.1

Have listed here on becoming financially sound the other aspects. The job has promotional avenues and it gives me identity, this is utilization of time or any other reason. I thought in this table I will show you because this is very interesting and gives us an idea about women at the place of work and how they are feeling impart if they are acting at their working. In another study, that was one study in another study

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- In another study sponsored by the Department of Science and Technology (Sharma 1999) investigated the occupational choices of women's with science and technology education. In these study 300 women architects, doctors and engineers participated it is revealed that

This was sponsored by the department of science and technology, government of India yes. And in this we investigated I got that project and in that I was trying to investigate the occupational choices of women with science and technology education and these study 300 women architects, doctors and engineers participated and
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Self-evaluation of work suggests that 62% of the respondents perceive themselves as good job performers and 23% as excellent job performers. Only 9% feel that they are not good performers. This reveals that in the working there is high degree of work motivation.

The study revealed that self-evaluation of work suggest that 62% of the respondents perceive themselves as good performers, 23% proceed themselves as excellent performers and only 9% feel that they are not good at performance and this reveals that working there like, there is a high work motivation among women you can see that only 9% feel that they are not good performers but all others are feeling at least average or very good performer. These are the women architects, scientists and the engineers and doctors. Not scientists okay another study has done with scientists, in India only these professional groups. So,
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In yet another a study of 321 Indian middle level managers to find out whether male and female managers differ significantly in empowering leadership perceptions. It is observed that mean value for male managers (N=255) is 1.7 and for women managers (N=66), mean is 2.8. this mean difference is statically significant. Managers with empowering leadership attitude have positive egalitarian attitude.

You can see the based on these studies, in yet another study of 321 Indian middle class managers, this we conduct to find out whether male or female managers differ significantly in the empowering leadership perception and it was also observed that mean value of the managers was 1.7 whereas for the women managers it was 2.8. Even though the number of cases you can see are lesser but even then they mean value of empowering leadership, we find that this is more for women.

So, the managers with empowering leadership attitudes have also the positive egalitarian attitude. This was another finding from
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Innovation

This study attempts to empirically analyze the effect of employer perception of innovation initiatives taken by an organization on empowering leadership style adopted by the managers. It is proposed in the study that, if employees perceive the organizational climate encouraging innovation

The same study. So, you find that gender becomes an important factor and how women themselves perceive, perceive their work life and their work life and they was certainly like to contribute to the national development and their own development in many ways. So, it is time for us to get up that now and in beyond that whether we like it or no we have to make sure that we have our society and the organizations which take care of this factor.

Then we come to the issue of innovation, in this study we have attempted to empirically analyze the effects of empower perception of innovation initiatives taken by an organization on empowering leadership style adopted by the managers. It is proposed in this study that if employees perceive organizational climate with encouraging (Refer Slide Time: 33:25)

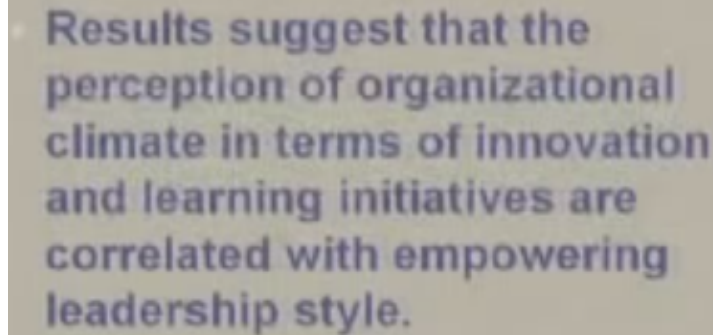
and creativity then people would be encouraged to adopt an empowering leadership style towards their juniors. The paper relies both on quantitative measure of employee perception and empowering leadership style and

Innovation and creativity, then people would be encouraged to adopt an empowering leadership style towards their juniors. So, in this, in this study and this paper we have of course relied on the both quantitative data as well as you know the qualitative data. So, the measures of employee perception and empowering leadership style and (Refer Slide Time: 33:57)

qualitative reports given by managers on an open-ended questionnaire regarding the above variables. The quantitative data was subjected to correlation study, ANOVA, Post Hoc analysis and the qualitative data was subjected to a through content analysis.

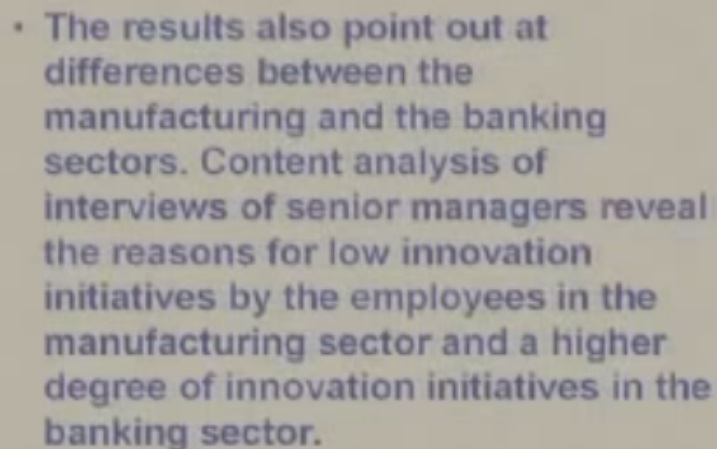
The qualitative reports given by the managers on an open-ended questionnaire regarding the two variables. The quantitative data was subjected to correlation, co-efficient ANOVA, post HOC analysis and quantitative data and was analyzed through, also the content analysis. These are the

methods, these are the methods of analysis where we are trying to look at the innovation and say the culture, work culture in terms of imparting the different style and
(Refer Slide Time: 34:41)



- Results suggest that the perception of organizational climate in terms of innovation and learning initiatives are correlated with empowering leadership style.

The results of this study suggests that the perception of organizational climate in terms of innovation and learning initiatives are correlated with empowering leadership style.
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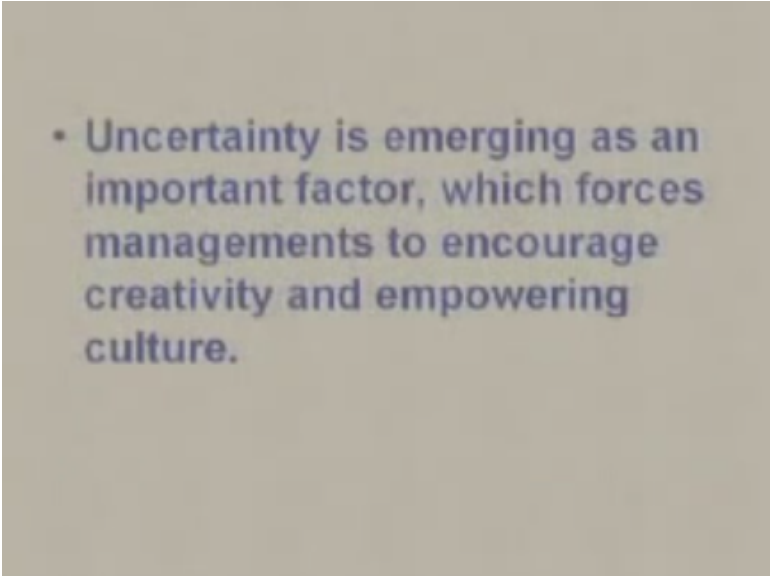
- The results also point out at differences between the manufacturing and the banking sectors. Content analysis of interviews of senior managers reveal the reasons for low innovation initiatives by the employees in the manufacturing sector and a higher degree of innovation initiatives in the banking sector.

We have seen earlier in our one of the discussions that imparting leadership style is the need of the our and so, here we are trying to relate the same concept to the innovation, the issue of innovation. The results of these study also point out at the differences between manufacturing and the banking sector. In this study we have many sectors and so in this study we compare banking and the manufacturing sector.

And we found that there were differences in these sectors and the content analysis of the interviews of senior managers reveals that the reasons for low innovation initiative by the

employees in the manufacturing sector and the high degree of innovation initiative in the banking sector

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- Uncertainty is emerging as an important factor, which forces managements to encourage creativity and empowering culture.

Is seen. Well you can see the kind of a work designs that they have and so where is the rule for actually using your creativity and innovation at the place of work? But this is just one of the studies that we have, we have conducted. This needs you know lot of, we should say replications and perhaps we have to repeat it in number of times before we really integrate that into literature. But never the less that just gives us an idea about that organizational, set up organization technology.

That also makes a difference in how much innovative people could be in a particular organization. Then we come to uncertainty is emerging as an important factor and which forces managements to encourage creativity and empowering culture. So, sometimes when the organization is under uncertainty on a time environment then possibility of encouraging perhaps the innovation and empowerment might become difficult for managers.

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- The results are starkly suggestive of the strategic role HR Policies play in terms of innovation linked incentives, in fostering a culture innovation and empowerment.

The results of this study are also suggesting that the strategic role HR policies, these may be, be important in terms of innovation linkages and innovation linked incentives, in fostering the culture innovation and empowerment. Yes, are there any questions on these views? So, we move on to the issue of flexibility now.

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Flexibility

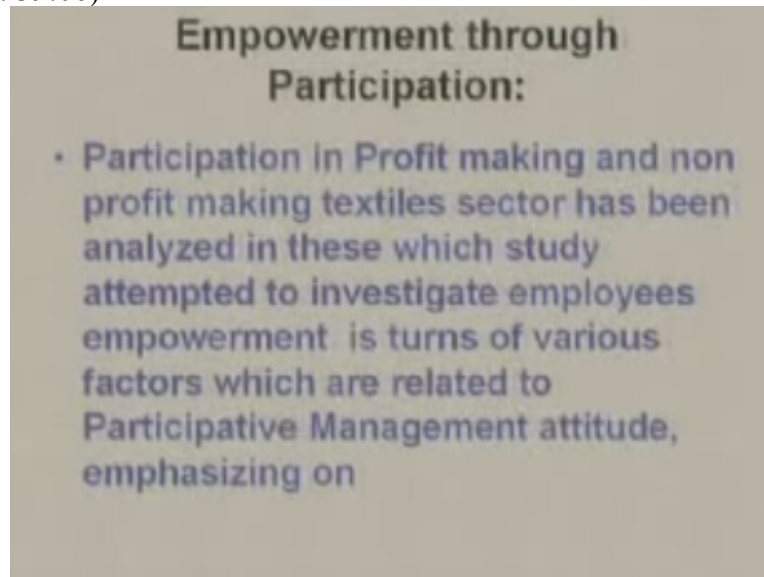
- In a study of an international organization a study on flexibility revealed that most of the managers preferred a flextime system and flexibility in other areas of work.

These concepts I am taking as the concluding remarks that we have in management now and beyond that we have choice you know than to look at some of these variables, some of these issues in the future now and of course in the future. So, flexibility becomes an important factor. In a study of an international organization a study on flexibility we have done on this study of flexibility which revealed that the most of the managers prefer flextime system and flexibility in their areas of their work.

So, difficult implement that perhaps you know in all types of organizations but in this study which we conducted this international organization obviously all the global co-operations operating in India. So, we are not talking about that we have gone anywhere else and conducted

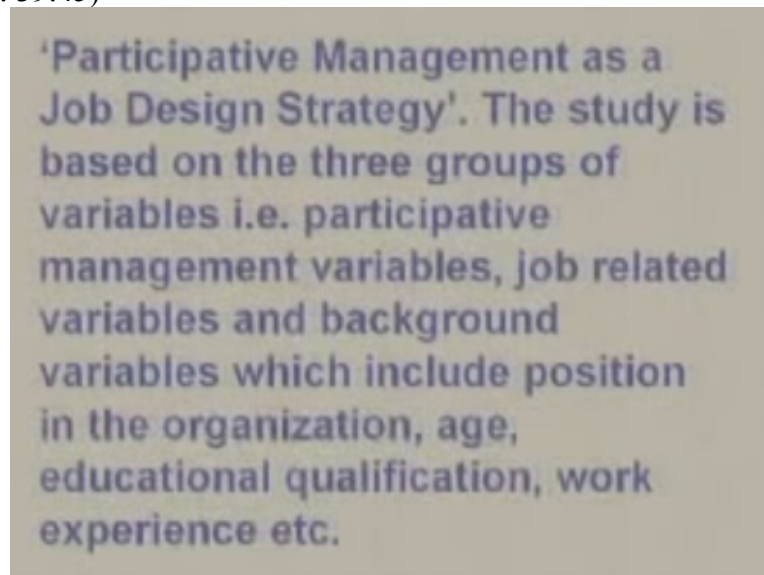
study. All these studies have been done in India the international organizational also operating in India.

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So, our flexibility becomes an important factor and of course participative management we have devoted perhaps two or three lectures. So, empowerment through participation is again an issue. Participation in one of these studies we found that participation in profit making and nonprofit making textile sectors, this has been analyzed and in this study we are attempted to investigate the employees empowerment in terms of various factors which are related to participative management attitude.

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Emphasizing on participative management as a job design strategy. The study is based on three groups of variables that is participative management variables, job related variables and the background variables and which include position in the organization, various position in the organization, age, education and qualification, work experience etc.

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- The sample included 300 employees consisting of Managers, Trade Union Leaders and Workers who has experience of participative management and were members of the various committee at the time of this investigation.

The sample included 300 employees consisting of managers, trade union leaders and workers and also experience and experience of participative management were studied and they were members of various committees at the time of this investigation. So, you can see the trade union leaders they were the members and the workers they were members of some participative management committee or some decision making committee at the time of this study was conducted.

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- The samples were collected from ten units of a Public Sector Organization i.e., National Textile Corporation (Tamil Nadu & Pondichery) Ltd., situated at Coimbatore, South India.

So, we try to find out whether participative management needs an impact on the work performance, their attitudes and the sample were collected from ten units of public sector organization situated at Coimbatore, South India, the Textile Corporation.

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These organizations constitute composite and non-composite units and profit making and non-profit making categories. Data were collected through a set a questionnaires

In these, these organizations constitute the composite and the non-composite units and profit making and non-profit making categories and data were collected through a set of questionnaires. (Refer Slide Time: 41:38)

which included background information, participative management variables and job related variables. Data were analyzed by using various univariate, bivariate and multivariate statistical techniques.

Which includes the background information, participative management variables and related variables and the analyze has been done using various univariate and multivariate analyzes. I do not need to explain that once again we have, we had touched upon that earlier. (Refer Slide Time: 42:01)

The study reveals that there is positive relationship between information sharing understating the meaning of workers participation and the attitude toward participation in all three groups of the respondents. The findings show a significant relationship associated with attitude towards participative management.

As well as the study reveals that there is positive relationship between information sharing understanding and the meaning of workers participation. The attitude towards workers participation in all the three groups are the respondents and the findings show a significant relationship associated with attitude towards participative management. So, we found that participative management is a very good job design strategy.
(Refer Slide Time: 42:44)

Attitude towards participation is positively related to job characteristics perception, group atmosphere organizational commitment and work involvement of the respondents.

Further we found the attitude towards the participative management is positively related to job characteristics perception, group atmosphere organizational commitment and work involvement of the respondents. Work involvement? Yes, of the respondents. And also we
(Refer Slide Time: 43:10)

Further analysis revealed that group atmosphere, education and work involvement were significant predictors of attitude of participation. Whereas participative attitude variables, organizational commitment and quality of work life predicted the differences in profit making and non profit making organizations.

Found that group atmosphere, education, work involvement these were significant predictors of the attitude toward participative management. Whereas participative attitude variables, organizational commitment and quality of work life predicted the differences in the profit making and the loss making companies. This is important that if we find the significance difference that means we can use some of these, some of these developmental perhaps in the issues to make the loss making companies as the profit making companies using participative management strategy. In this study
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In the study we also found that thus significant difference among managers, trade union leaders and workers in terms of their attitude towards participative management.

We also found that there is a significance difference among the managers, trade union leaders and workers in terms of their attitude towards the participative management. Yes, there is a so, there are different levels and they also differ
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Top Management Commitment of HRD

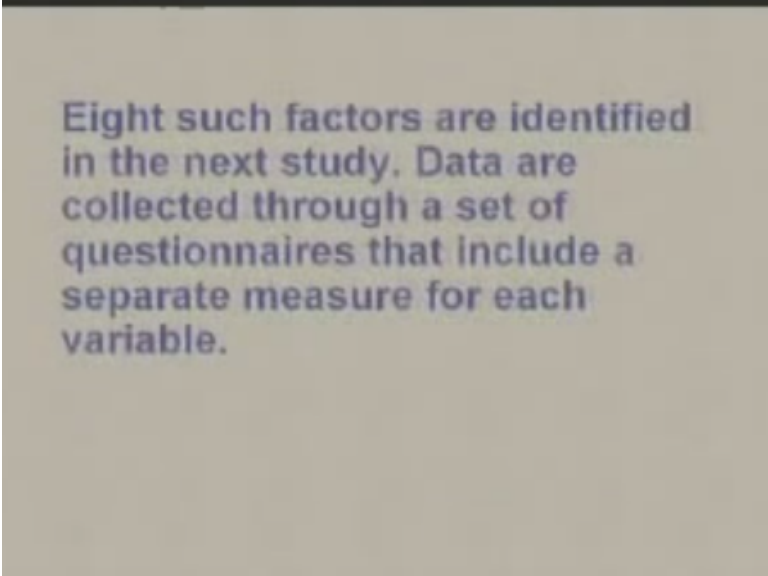
In spite the rising the need and importance of the discipline, the evidence of its applicability at workplaces are not many both in the developed & developing countries. It is precisely this inconsistency in the application status of HRD that has attracted attention and provided the impetus for this research.

In their attitude towards the participative management. Then we come to the issues of top management commitment and HRD. See many a times we have never paid an attention to this issue, but in one of the study we tried to find out whether top management commitment makes any difference in the overall functioning the organization and the issues of HRD. So, in spite of rising the need and the importance of discipline, The evidence and its applicability at the work force are not many, not really developed and developing in the countries these are not really very much no emphasized and it is precisely inconsistency that in the application of the status of HRD that has attracted attention and provided the impetus of some of these research studies.
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The premise is that once these focal issues are thoroughly understood and accorded due importance, solid operating foundation for various management interventions/ practices to produce consistent result can be laid. The endeavour is also to spot the specific problems being faced by organizations in their implementation and suggests palatable solutions.

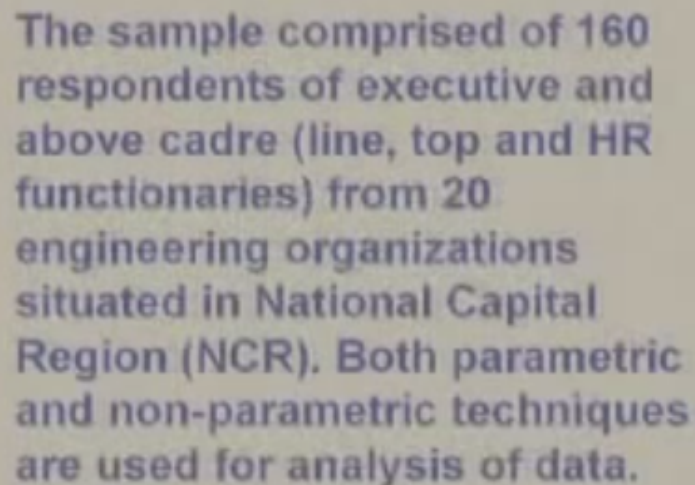
The premise is that once these focal issues of thoroughly understood and accorded, accorded importance are seen we will perhaps be operating these will be the operating formulations of the various management interventions practices to produce consistent result. Yes, so the top management commitment we are looking at, so the endeavor, why did we conduct the study?

The endeavor is also to spot the specific problems being faced by the organizations in their implementation and the suggests in some kind of a palatable solutions.
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Eight such factors are identified in the next study. Data are collected through a set of questionnaires that include a separate measure for each variable.

So, we in this study we took eight such factors which were identified in this study and data were collected through a set of questionnaires which include separate measures of each of the
(Refer Slide Time: 46:33)



The sample comprised of 160 respondents of executive and above cadre (line, top and HR functionaries) from 20 engineering organizations situated in National Capital Region (NCR). Both parametric and non-parametric techniques are used for analysis of data.

Variables and the sample comprised of 160 respondents and they are executives and very senior cadre line, top and HR functionaries from 20 engineering organizations situated in the national capital region of India and both parametric and non-parametric statistics have been used
(Refer Slide Time: 47:00)

The results of the study suggest that there exists a positive relationship between HRM effectiveness and top management commitment to HR function. The finding also suggest that thus is improvement in the level of commitment of top functionaries towards HR initiatives. In the study it was evident.

For this analysis, the results of the study suggest that there exists positive relationship between HRM effectiveness and the top management commitment to HR functions and the findings also suggest that, that the improvement in the level of commitment of top functionaries towards HR initiatives is important okay and so in this
(Refer Slide Time: 47:33)

That there exists a positive relationship between HRM effectiveness and well-defined HR policy framework (standardization of HR function) and strategic integration of the HR with business.

Study it was evident. Yeah in this study we found that the HR, the overall HR effectiveness relates to top management commitment also. Yes, so there exist a positive relationship between HRM effectiveness and well-defined HR policy framework that an organization might have that is the standardization of HR functions in an organization and the strategic integration of the HR with business.

See otherwise what happens that sometimes the HR and the business, these are not integrated. We have to integrate the both. Okay, for which the top management commitment becomes extremely important. Only then because we have seen earlier that human resources is the actual important resource and you can get the work done only through human resource. So, far which

the top management commitment becomes very important. Which sometimes which we tend to perhaps you know okay. So, HR has to be taken up to us an important factor today and also in the years to come. So,
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The Issue of Performance Appraisal Systems for Productivity and Quality Research

Productivity and quality researches address the multivariate-multidisciplinary aspects of the concept. One such aspect is people dimension which includes the issue of performance appraisals.

The issue, so this is again an important result for us and then we are looking at the issue of performance appraisal system for productivity and quality research. Productivity and quality research becomes extremely important and productivity and quality research addresses the multivariate-multidiscipline aspects and the concept becomes extremely important. One such aspect is people dimension which includes the performance appraisals.
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The paper attempts to present the performance appraisal system in some Indian organizations. Analyzing data from 120 managers selected randomly, the paper concludes that there are individual differences in the perception of performance appraisals.

One of the study, one of the paper that we have published, we found that the performance appraisal system in some Indian organizations we have analyzing data from 120 managers selected randomly, we found that there are individual differences in the perception of performance appraisals.

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Emotional Intelligence and MBTI Profile

As knowledge in HR develops scientifically and culturally there appears emergence of a new paradigm emphasizing on strategic HR issues where performance outcomes, goal achievement, quality and productivity are maintained

Then also emotional intelligence that has become an important factor and emotional intelligence and MBTI profile these says we are talking about HR in terms of developing certain qualities which we have discussed one of the earlier opening lectures that it becomes an important factor. So, as the knowledge of HR develops scientifically and culturally, and perhaps culturally there appears emergence of new paradigm emphasizing on the strategic HR issues where performance outcomes, goal achievement, quality, productivity and

(Refer Slide Time: 50:57)

and achieved using different designs of HR systems. Emotional intelligence is one such concept highlighting this issue, emphasizing on the diversity concept.

Maintained, are maintained and achieved through different designs of HR systems. Emotional intelligence is one such concept highlighting this issue, emphasizing on the diversity concept because you may be emotionally more intelligent than perhaps someone else. Emotional intelligence is different than the intelligence concept of the intelligence that we are been discussing in so far. Okay, so

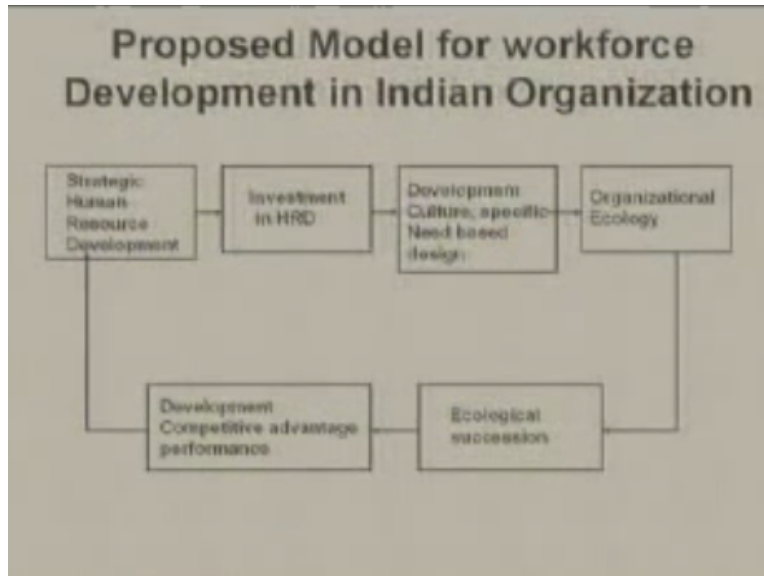
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Emotional intelligence of employees has significant role to play in selection, training & development, team and participative management. However, there is a need to integrate emotional intelligence with other factor too. For example, profiles emerging from MBTI test may help in this regard. This paper attempts to highlight MBTI profiles of professionals in relation to EQ.

Emotional intelligence is in, among the employees has significant role play in the selection, training development and participative management. However there is a need to integrate emotional intelligence factor with other factors too. And when we are talking about emotional intelligence, the profiles emerge from MBTI my at bricks. Yes. So the tests may develop you know many types of profiles and in this particular research study we have tried to put this (Refer Slide Time: 52:19)

the case studies are developed for bank manages, doctors, public sector managers and private sector managers. It is observed that those lower who are higher on EQ have different personality profile types as compared to those lower on EQ when measured using the MBTI scale. The study has important implications for HR and work design.

As one of the investigations and the case studies, case studies which we have developed are from bank managers, doctors, public sectors managers and the private sector managers. It is observed that those lower and those who are higher in emotional intelligence have different personality profile type and as compared to those on EQ when measured using MBTI scale. So, in this study we have implications for (Refer Slide Time: 52:58)



HR and work design and this brings me to model based on the studies, the model that I have developed you can see very carefully that we have looked at this model and we are trying to integrate all the factors which we have discussed so far and we are trying to say that if we create an environment which we create a system where the managers are aware of the facts that some of the issues which we have discussed today.

We can have the HRD innervations and we can have the development climate and organizational ecology becomes extremely important factor for us which will lead to ecological succession for us and which will finally lead to the development and competitive advantage better performance of organization. However, before we close our today's lecture we have to understand that we need investment in HRD as an important factor which we have not really emphasized in some of the earlier lectures.

When an organization tries to develop its HRD there has to be a very formal way of looking at the HRD strategies and investment in HRD becomes extremely important because that will lead to the organizational ecology and the ecological succession that an organization might have. In our next lecture which will be our concluding lecture on management now and beyond we look at some of the issues like quality, productivity perhaps you know the some other collaborations and some other financial issues and perhaps some introduce with some experienced and perhaps you know some personalities who really have and contributions in this area. So, we close today's lecture now.

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