

## **The Impact of HR Oriented Personnel Policies on Prevalence of Employee Culture in Indian Organizations**

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### **Abstract**

The present empirical research attempts to study the HR orientation of personnel policies and investigate their impact on prevalence of employee culture in the Indian organizations. The HR orientation of personnel policies have been examined on the aspects like: importance given to employees and their development; dependence of the organizational productivity on its employee; determination of relationship between organization and employees; quality of the product; freedom to employees; democratic culture and focus on strengthening interpersonal relations; and creating informal and conducive environment for all in the organization. For the purpose of the study, responses from three hundred respondents belonging to twelve organizations of five diverse sectors were recorded and the obtained results reveal that HR orientation is a significant aspect of the personnel policies and it plays an imperative and vital role in establishing the prevalence of employee culture to achieve progressive organizational performance.

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### **INTRODUCTION**

Human Resource is critical for growth and success of any organization in today's competitive scenario. And, thus, the orientation of the policies of the organization in general and the personnel policies in specific are required to be concentrated on its human resource in order to achieve sustainable competitive advantage in the existing dynamic environment. For the accomplishment of their objectives pertaining to productivity, relationship and quality, the organizations

should design personnel policies that are HR oriented and can create an bolstering culture of teamwork and mutual respect towards each other and between employer and employees, they feel comfortable and attached; where people have freedom to act and practice their progressive ideas for the benefit of the organizations; where the organizations gets transformed into learning and innovative establishments and focus on development of its people and people in turn develops a sense of belongingness and ownership and put a wholehearted effort to enhance the organizational performance.

Considering and valuing the criticality and importance of this aspect, the present study has been conducted primarily to appraise the importance of human resources and people orientation of the personnel policies and to investigate the impact of these policies in creation, prevalence and maintenance of employeeship culture in an organization, for attaining professional and corporate excellence.

## **REVIEW OF LITERATURE**

Becker and Gerhart (1996) explored and described the crucial and unique influence of human resource management decisions on organizational performance and attempted to establish a link between HRM and organizational performance. Burton (2003) explored and investigated the interrelationships of organizational culture, managerial values, and organizational citizenship behaviors and measured dimensions of organizational citizenship behavior including interpersonal relationships, individual initiatives, personal industry and loyalty. Burton's analysis showed a significant relationship between organizational culture and organizational citizenship behavior and between managerial values and organizational citizenship behavior.

Musacco (2000) investigated the relationship between organizational trust and organizational productivity and observed that a relationship exists between trusting interactions, mistrusting interactions, performance and job satisfaction.

Williams (2003) assessed and determined the impact of HR practices on workplace trust, job satisfaction, commitment, effort and perceived organizational performance. His study further demonstrated the need for public organizations to re-evaluate their current battery of HR practices in an attempt to improve overall performance.

Gavino (2003) integrated Strategic HRM, Social Exchange and Perceived Organizational Support and presented a model of impact of a comprehensive set of HR practices on the employee attitudes and behavior. Also he proposed and his analysis supported the two types of HR practices - discretionary which includes training, pay for performance, performance management, promotional

opportunities, selection, decision making, developmental opportunities and participation; and non-discretionary practices which includes benefits enrollment, information provided by HR, pay accuracy and new processes. Gavino (2003) also observed that the model of POS and the set of HR practices support each other significantly. Ordiz-Fuertes and Fernandez-Sanchez (2003) provides an exploratory view of nature of the contexts that conditions for the adoption of high performance work practices and examined the incidence of high-involvement practices along with the variables that are associated with the adoption of these practices. Further, they have also analyzed the influence of aspects including size, age, competitive advantage, activity sector, and existence of recent crisis, culture, leadership style and the competitiveness of the environment on the adoption of high-involvement work practices.

Stewart (2004) observed and supported the arguments that employees in an organization evaluate dimensions of character based trust in the organization and trustworthiness of their immediate management and they too get influenced by formal HR character based development program and that the overall factors of employee trust and job satisfaction are correlated.

Kinnie, Hutchinson, Purcell, Rayton and Swart (2005) examined the relationships between employees' satisfaction, HR practices and their commitment to the organization. The results of the study revealed that satisfaction with some HR practices appears to be linked to the commitment of all employees, while the link for others varies between the three sampled employee groups of professionals, line managers and workers.

Mulki, Jaramillo and Locander (2006) examines the relationships among ethical climate, trust in supervisor, job satisfaction, organizational commitment, and turnover intention and indicated that ethical climate is a significant predictor of trust in supervisor, job satisfaction, and organizational commitment. They also state that trust in supervisor is an antecedent of job satisfaction and turnover intention.

Parry, Dickmann and Morley (2008) explored the background of HRM in context of North American companies and examined the HR preferences of subsidiaries originating in North America and operating in diverse liberal and coordinated market economies in order to test the extent to which the host context influences the pattern of HR policies and practices pursued. The results revealed that the pattern of HR practices pursued by these companies varies widely depending on whether they are operating in liberal or coordinated market economies, lending support to the importance of context as a determinant of the likelihood of, and limits to, the transfer of HRM practices and preferences.

Andrews, Baker and Hunt (2011) explored the positive relationship between corporate ethical values and person-organization fit and its effects on organization commitment and job satisfaction. They also examined the construct of moral intensity as a moderator of the person-organization fit -commitment relationship as well as the person-organization fit -job satisfaction relationship and as a subjective variable based on the perceiver rather than an objective characteristic of ethical issues and found that moral intensity strengthen the relationships between person-organization fit and satisfaction and person-organization fit and commitment.

Lobo (2011) while exploring the concept of employeeship and the latest corporate trend, described employeeship as creating an atmosphere that urges individuals to develop through their work and synergize the others to accomplish greater goals jointly than individually, thereby, making the achievement of organizational goals greater than the mere attainment of individual goals. Further, he also emphasized that personnel policies, employee loyalty; commitment and responsibility are key factors for the success of organization.

#### **OPERATIONAL CONCEPT**

For the purpose of the study, the operational concept of HR oriented Personnel Policies and their impact on Employeeship, is when the organization believe that its success is mainly dependent on the joint efforts of human resource rather than other means. And, therefore, the organization makes all provisions in its personnel policies for the overall development and betterment of employees so that enthusiastically they participate in inculcating and strengthening employeeship culture for effective accomplishment of organizational goals.

#### **FOCUS AND OBJECTIVE**

The focus of the study is to examine the impact of personnel policies on prevalence of employeeship culture in the organizations. And, thus, the core objective of the study is to examine the aspect of HR orientation in personnel policies and its impact on prevalence of Employeeship Culture in Indian organizations.

#### **HYPOTHESIS**

In view of the importance of HR orientation in personnel policies and their impact on employeeship culture, it may be hypothesized that stronger the orientation of Personnel Policies towards Human Resource of the organization, healthier would be the employeeship culture.

## **RESEARCH METHODOLOGY**

### **Research Design**

The research design of the present study is exploratory-cum-descriptive cum diagnostic. In recent times, though, some isolated studies have been conducted on different aspects of the personnel policies but no exclusive and comprehensive research study has been conducted by earlier scholars to examine the prevalence of employeeship culture in organizations on the basis of HR oriented Personnel Policies which makes the present study exploratory in nature. Also as evident, the study builds its groundwork on the basis of the conducted review of relevant literature that makes this study descriptive. The study is diagnostic, since an attempt has been made to see the importance of HR oriented personnel policies and their impact on prevalence of employeeship culture in the sampled organizations.

### **Universe and Survey Population**

Five different sectors including banking, consumer durables, information technology, production and telecom, operative in India comprises the universe of the study. The survey population of the study has been confined to only twelve organizations which have been selected by using purposive non-random sampling technique. Accordingly, four banks including Bank of America, Royal Bank of Scotland, HDFC Bank and State Bank of India have been chosen to represent the Banking sector; Samsung and Haier represents the consumer Durables sector; Tata Consultancy Services and Infosys have been selected from Information Technology sector; APL Apollo Tubes and Coal India Limited represents the population from Production sector; whereas, Bharti Airtel and ZTE India have been picked up to represent Telecom sector.

### **Sample and Sampling Technique**

Since the respondents have taken more or less the same position pertaining to the statements on HR oriented personnel policies and employeeship culture included in the data collection instrument, a uniform number of Managers / Executives was chosen from all the selected organizations to represent the sample of the respondents. Further, a total of 300 respondents comprising of 25 Managers / Executives from each sampled organization have been chosen due to homogeneity in their perceptions, on the basis of non-random-purposive and quota sampling techniques.

### **Data Collection**

As the nature of the research is empirical, and, therefore, the observations and inferences of the study are mainly drawn on the basis of collected primary data. For the collection of primary data we confined mainly to the techniques of questionnaire, telephonic discussion with respondents and physical observations at workplace. To adjudge the importance and prevalence of HR oriented Personnel Policies and its impact on employeeship culture, the responses were obtained on fifteen statements pertaining to the aspects including: importance given to employees in the organization in relation to other resources; dependence of the organizational development and its productivity on development of its employee; determination of relationship between organization and employees; improvement in quality of the product; freedom for work in all functional areas; developing democratic culture and focus on humor to strengthen interpersonal relations; and creating informal and conducive environment in the organization. The Likert-type five point Scale was developed and used to measure the perceptions of respondents on each item. The developed scale was tested for its reliability using Spearman Brown Split half method and test- retest method and validity of the scale was also established on the basis of opinions of experts and by calculating correlation between items and total obtained scores for measurement of prevalent HR orientation of the personnel policies and their impact on employeeship culture in the organization.

### **Analysis**

The analysis of the study has been conducted mainly by application of simple statistical techniques using PSAW statistical package version 18.0. To study the importance and extent of HR orientation in personnel policies and their impact on existence of employeeship culture in the organizations, the mean scores, cumulative mean scores along with standard deviation from each organization have been computed. Further, to confirm the differences and variance statistically, One-way ANOVA was applied, followed by application of Range Test (Post Hoc Group Comparison) to explore the significantly differing groups. Also a statement and organization-wise percentage analysis was conducted to confirm the results.

For the analysis of prevalent Employeeship culture in the sampled organizations on the basis of HR oriented Personnel Policies, the simple mean scores of the respondents of each organization were calculated ( $n = 25$ ), and the results of which have been tabulated in Table 1.

As per results, obtained mean values of the responses, Bank of America have the highest score followed by Royal Bank of Scotland, Haier, Tata Consultancy

Services and HDFC Bank. Samsung, ZTE India, Airtel, Infosys have obtained the next highest scores, whereas, Coal India Limited and APL Apollo Tubes along with respondents from State Bank of India have the least mean scores.

**Table 1**  
**Mean Scores of Sampled Organizations on HR Oriented Personnel Policies and Prevailing Employee Culture.**

Sr.No.	Organization	Mean Scores
1.	Bank of America	65.88
2.	Royal Bank of Scotland	65.76
3.	HDFC Bank	63.88
4.	State Bank of India	43.04
5.	Samsung	60.40
6.	Haier	65.24
7.	Tata Consultancy Services	65.08
8.	Infosys	47.04
9.	APL Apollo Tubes	43.72
10.	Coal India Ltd.	46.88
11.	Airtel	52.52
12.	ZTE Telecom	55.24

Thereafter, the cumulative mean score and standard deviation of all the sampled organizations for the dimension of prevalent Employee culture in the organizations on the basis of HR oriented Personnel Policies were calculated at 56.22 with Standard Deviation at 11.47 (N = 300) and the results are presented in Table 2.

**Table 2**  
**Cumulative Mean and Standard Deviation (N = 300)**

Sr. No.	Dimensions	Mean	Standard Deviation
1.	Personnel Policy and Employee Culture	56.22	11.47

The calculated mean scores given in Table 1 which differ between the groups of the organizations, were analysed further for variance, and One Way Analysis of Variance (ANOVA) was applied to examine whether these mean score differences are statistically significant or not. And the results revealed that the

responses of the respondents of the twelve organizations in context to HR oriented Personnel Policies constructing the Employeeship Culture, differed significantly with "F" ratio 38.43, which is significant at 0.01 level of confidence and at df.11 and 288 (Table 3).

**Table 3**  
**Summary Table of One-way Analysis of Variance (ANOVA)**

Sr. No.	Dimensions		Sum of Squares	df	Mean Square	F
1.	Personnel Policy and Employeeship Culture	Between Groups	23411.39	11	2128.31	38.43**
		Within Groups	15950.64	288	55.38	
		Total	39362.04	299		

\*\* Significance at .01

According to the obtained value of "F" it is evident that at least one group is significantly different from the other on this dimension. To examine this significantly differing pair of groups, there are two alternatives available, either employing the 't'-Test for sixty six combinations for twelve groups or applying

**Table 4**  
**Summary Table of Duncan's Range Test (Post Hoc Group Comparison)**

Sr. No.	Organization	Subset for alpha = .05 (n = 25)			
		1	2	3	4
1.	State Bank of India	43.04			
2.	APL Apollo Tubes	43.72			
3.	Coal India Limited	46.88			
4.	Infosys	47.04			
5.	Airtel		52.52		
6.	ZTE India Ltd.		55.24		
7.	Samsung			60.40	
8.	HDFC Bank			63.88	63.88
9.	Tata Consultancy Services				65.08
10.	Haier				65.24
11.	Royal Bank of Scotland				65.76
12.	Bank of America				65.88

Means for groups in homogeneous subsets are displayed.

Harmonic Mean Sample Size = 25.



Duncan's Range Test (Post Hoc Group Comparisons) to identify which combinations of groups are different. Finally, the Duncan's Range Test, was used for further statistical analysis, as this test is more economical and only one time computation would provide the required information.

According to the results of Duncan's Post Hoc comparisons, among the responses from the respondents in terms of obtained mean scores, Bank of America scored the highest and on the other hand, the score of State Bank of India was found to be lowest and significantly different from rest of the organizations. As a result of the Post Hoc comparison of the scores, the twelve organizations formed four subsets based on the significant differences in the scores. Bank of America, Royal Bank of Scotland, Haier and Tata Consultancy Services with higher scores was found to be forming subset (4), followed by the subset (3) formed by HDFC Bank and Samsung, with slightly lower scores than the Subset (4). ZTE India and Airtel formed another subset (2) with scores slightly lower than the other two subsets and Infosys, Coal India Limited, APL Apollo Tubes and State Bank of India forming the fourth subset (1) with the lowest scores.

Though the organizations within the subsets do not tend to differ significantly from each other but there is significant difference between the subsets 1, 2, 3 and 4. However, in case of subset (3) and (4) the difference between organizations is marginal (Refer to Table 4).

On the basis of percentage analysis, it may be observed that the HR oriented personnel policies influence the prevalence of employeeship culture, which confirms the results obtained through Mean Scores, Standard Deviation, Analysis of Variance and Duncan's Range Test, as the overall percentages of the sampled organizations range between 57.4 on lower side and 87.8 on the higher side. It is least for State Bank of India, followed by APL Apollo Tubes, Coal India Limited and Infosys with overall percentages ranging between 57.4 and 62.7 on the scale. On the other hand, the policies of Bank of America are most HR Oriented followed by Haier, Tata Consultancy services, HDFC Bank and Royal Bank of Scotland with recorded overall percentage scores between 84.0 and 87.8 (Refer to Table 5).

Similarly, the item-wise percentage analysis also endorsed that HR orientation of personnel policies is essential for strong employeeship culture in the organization as the obtained scores for all the fifteen items are ranging between 70.5 per cent and 81.3 per cent. However, employees of State Bank of India, APL Apollo Tubes and Coal India Ltd. are of the opinion that their Personnel policies have least HR orientation as they are not being provided freedom to work

**Table 5**  
**Summary of Percentage Analysis on Personnel Policies and Prevailing Employees Culture**

Sr. No.	Statement / Organization	Bank of America	Royal Bank of Scotland	HDFC Bank	State Bank of India	Samsung	Haier	Tata Consultancy Services	Infosys	APL Apollo Tubes	Coal India Limited	Airtel	ZTE India	Composite
1.	People are considered as most important resources	86.4	90.4	88	77.6	86.4	88.8	84.8	48	80	77.6	81.6	86.4	81.3
2.	Organization believes in development of employee	90.4	88	86.4	56	84	88.8	84.8	52.8	50.4	59.2	80	73.6	74.5
3.	Organization-employee Relationship based on the balance of input and output of both	92.8	88	84.8	66.4	77.6	84.8	81.6	60.8	66.4	70.4	60.8	76	75.9
4.	Employees work to improve productivity	92.8	84.8	83.2	50.4	80.8	86.4	81.6	64.8	48.8	56.8	73.6	67.2	72.6
5.	Employees work to improve relations	93.6	86.4	80.8	56	77.6	85.6	87.2	64	64	60.8	70.4	58.4	73.7
6.	Employees work to improve quality	96.8	92	85.6	54.4	81.6	87.2	92	80	52.8	64.8	81.6	73.6	78.5

Contd. Table 5

7.	Employees are free to work in all functional areas	80.8	88.8	83.2	46.4	79.2	87.2	93.6	71.2	51.2	44.8	54.4	64.8	70.5
8.	Organization is a learning organization	86.4	85.6	84	55.2	84.8	88.8	83.2	75.2	52.8	60.8	61.6	69.6	74
9.	Organization have a culture of openness and mutual respect	87.2	88.8	84	59.2	85.6	89.6	81.6	72	52.8	71.2	73.6	75.2	76.7
10.	Organization does everything for individual's development	88	88.8	84.8	65.6	77.6	85.6	73.6	60	46.4	76.8	76	75.2	74.9
11.	Organization helps individual to change job within or outside the organization	84.8	89.6	88.8	59.2	76	84	94.4	60.8	61.6	62.4	64	72	74.8
12.	Every employee is determined to create a 'we' culture	84.8	87.2	87.2	57.6	78.4	85.6	97.6	62.4	72.8	56.8	64.8	80.8	76.3
13.	Humour is a natural part of the organization	84.8	84.8	82.4	56	81.6	88.8	76.8	67.2	68.8	53.6	68	80.8	74.5
14.	The atmosphere in our organization is informal and relaxed	79.2	86.4	86.4	56.8	80	87.2	96.8	59.2	63.2	64.8	69.6	76.8	75.5
15.	Everybody feels comfortable in organization	88.8	85.6	88	44	76.8	86.4	92	42.4	42.4	56.8	70.4	74.4	70.7
	N* items = 1875	87.8	84	85.2	57.4	80.5	87	86.8	62.7	58.3	62.5	70	73.7	75

in all functional areas for better understanding of their organization, not getting ample opportunities for their development, feeling uncomfortable in their organizations and, consequently, they do not exert much to improve the organizational productivity, relations and quality. In case of Infosys too employees perceive that their organization does not consider employees as most important resource and also lacking willingness to develop them for enhancing their talent and, hence, they do not feel comfortable with the organization. However, it may be because of employees' higher expectations from the organization.

### **MAJOR OBSERVATIONS**

The following observations may be recorded, on the basis of One-way ANOVA, Duncan's Range Test and statement and organization-wise percentage analysis :

- The responses of the respondents of twelve organizations in relation to prevalent employeeship culture on the basis of HR oriented personnel policies differ substantially with the value of "F" significant at 0.01 level of confidence.
- According to the respondents of Bank of America who have secured highest mean score, it can be inferred, that their personnel policies are highly HR oriented and contribute towards Employeeship culture. On the other hand, as per the responses of the respondents with lowest mean score, the personnel policies of State Bank of India, somehow, are not HR orientated and does not leads to the employeeship culture.
- The organizations falling within the subset (4) formed by the scores on the higher side: Bank of America, Royal Bank of Scotland, Haier and Tata Consultancy Services do not differ much on the responses internally and have a positive attitudinal orientation towards the employeeship culture on the basis of their personnel policies, when compared on the Duncan's Post Hoc Test.
- The organizations falling within the subset (3) formed by HDFC Bank and Samsung do not differ much within themselves and even with the organizations forming the subset (4) on the responses and have an cognitive element of employeeship culture in their personnel policies.
- The organizations representing the subset (2) formed by ZTE India and Airtel do not differ much on the responses inwardly but differ significantly from all the other organizations forming the subsets

(1), (3) and (4). And, thus, the personnel policies of ZTE India and Airtel are considerably indicating low level of employeeship culture orientation.

- The organizations: Infosys, Coal India Limited, APL Apollo Tubes and State Bank of India which formed the subset (1), are non significant within themselves having significantly lower scores. Therefore, these organizations do not show any element of employeeship culture in their personnel policies.
- The analysis was also conducted by calculating percentages, and the obtained percentage Scores of 15 items included in the scale for all the 12 organizations reveals that with significantly lower scores, the personnel polices of State Bank of India, APL Apollo Tubes, Coal India Limited and to some extent even Infosys are not HR oriented and does not contribute in creation and prevalence of employeeship culture. Though the respondents from other organizations have indicated that their Personnel policies are highly or at least moderately HR oriented and that the employeeship culture in their organizations prevail on the basis of these policies.
- Further, the results of percentage analysis also reveals that the State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys with low scores ranging between 57.40 per cent and 62.70 per cent are particularly pertaining to items like: Organization's belief on development of employee, Employee's efforts to improve productivity, relations and quality, freedom to work in all functional areas, aspect of learning organization and a general opinion on the feeling of comfortable in the organization, on which lowest scores are obtained (Table: 5).

On the basis of above description, it could be inferred that the prevalent employeeship culture in sampled organizations pertaining to Human Resource Orientation of their personnel policies differ substantially, however, it is significant. Further, the analysis also reveals that the personnel policies of Bank of America, Haier, Tata Consultancy Services, HDFC Bank and Royal Bank of Scotland are positively oriented towards employeeship culture particularly in comparison to State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys. Hence, our hypothesis that stronger the orientation of Personnel Policies towards Human Resource of the organization, healthier would be the employeeship culture is proved and accepted.

The literature and the relevant studies on the aspect pertaining to the personnel policies contributed by Becker and Gerhart (1996); Musacco (2000); Ordiz-Fuertes and Fernandez-Sanchez (2003); Williams, J. G. (2003); Burton (2003); Gavino (2003); Stewart (2004); Kinnie, et al. (2005); Mulki, Jaramillo and Locander (2006); Parry, Dickmann, and Morley (2008); Andrews, Baker, and Hunt (2011) and Lobo (2011) also confirm and affirm the above obtained results of the study.

### **DEFICIENCIES**

On the basis of the above results and observations relating to the HR Oriented personnel policies and their influence on prevalence of employeeship culture, some of the major deficiencies may be outlined. From the outcomes of the study it could be exhumed that the personnel policies of State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys are not strongly HR oriented and are also not in harmony with the employees' development, and, thus, do not constitute employeeship culture in the organizations. As disclosed, in these organizations employees are not free to work in all functional areas to have an overall exposure for better understanding of their organizations, they feel that organizations do not believe in their development, employees also do not feel comfortable and, thus, they are lacking interest to improve the productivity, relations and quality in their respective organizations. The employees also stated that the overall atmosphere in the organization is not very informal and relaxed.

### **RECOMMENDATIONS**

On the basis of above identified deficiencies relevant to the aspect of HR Oriented Personnel Policies and prevailing employeeship culture, it is strongly recommended that :

- State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys must incorporate and make their personnel policies more HR oriented. They are required to believe and value their human resources and should focus on their development in order to motivate the employees for improving the overall productivity, relations and quality.
- These organizations need to bring an element of freedom in their policies and create a culture where the employees are allowed to take initiative and contribute in all the functional areas of the organization and can also transform the organization into a learning and progressive institution.

- Also, these organization needs to inculcate a culture of collectivism and teamwork along with a balanced, informal and relaxed environment, where the employees feel comfortable and can enjoy openness to develop new ideas and have a mutual trust and respect for each other.
- Undoubtedly, the personnel policies of rest of the sampled organizations are HR oriented and adequate to take care of the employeeship culture, however, they are required to focus on effective implementation of various components of their HR policies for the promotion of "employees first" philosophy.

## CONCLUSION

Thus, from the observations drawn on the basis of above statistical results it may be accentuated that except State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys, the personnel policies of all other organizations are HR oriented and promote employeeship culture. Specifically, the policies of Bank of America have the strongest orientation towards HR along with Haier, Tata Consultancy Services, HDFC Bank and Royal Bank of Scotland. The obtained results also substantiate that HR oriented personnel policies and prevalent employeeship culture are positively associated to each other.

Though, the study has been conducted under a set of inevitable limitations, but, its observations could be of meaningful use for the business organizations in order to strengthen the core competencies and enhancing the overall productivity, improving inter-personal relationships, quality and employeeship culture by designing their personnel policies more HR oriented. Correspondingly, the results and observations of the study shall be of interest to the academics and researchers to carry out further research studies on the aspect and to find out some more viable mechanism towards progressiveness of the organizations.

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