

Correlates of HRD Practices and Organisation Culture in Selected Public Sector Organizations in India

Anil Kumar Singh*

ABSTRACT

The HR practices have been developed in the context of industrial change and economic development. HRD as a function and as a prime mover would need to focus on this changing and emerging role. This study is an attempt to understand the effect of HRD practices on culture of some leading public sector organizations in India. This study reveals that the human resource development practices are strongly related to organisation culture in public sector organizations surveyed in India.

Keywords: Human resource development; Organisation Culture;

Introduction

The HRD has emerged and evolved as one of the most important area of organizational science and practice. It has not been developed in isolation, but rather in the context of industrial change and economic development. The uniqueness of HR requires a totally different type of attention from management. The HR has characteristics that provide the greatest challenge as well as opportunity. A company's HR is fragile, relationship is delicate, contributions are unpredictable and permanency is uncertain (Guest, 1991).

This study was conducted at a time, when Indian organizations are facing a very different competitive scenario as compared to past and also different from developed and transitional economy. The changes in the market scene have necessitated the Indian industry to look inward for the development of Human Resource (HR). Indians are more accustomed to think in terms of narrow identities. Ganesh (1982) felt that family, ethic, caste, religion, language and politics erode work culture in Indian organizations. Indian organizations are to develop and maintain their competitive edge, the potential values of the employees are to be increased by enhancing and linking their skills and capabilities in tune with the contemporary requirements of the market.

Prakash (1994) found that organizations congruent to their cultural surrounding (which were marked by the diversities and paradoxes). There is need to use multiple perspective at different levels of analysis, such as society, organization, management and

individual. It is important that organizations continue to grow and evolve newer perspective in terms of their values and redefine their linkages with the society. In doing so the organizations should acknowledge the emotional expectations and personnel values of the employees, which influence their attitudes to work and behaviors. Unfortunately, these dimensions of socio-cultural reality are either ignored or rarely considered in designing an organization or in socializing the employees. Selection in organizations based upon non-job related criteria like attractiveness, goal orientation, and inter personal skills, a general lack of concern for value congruence. The dominant emphasis had been on the universal practice of identifying and improving on existing performance strategies. This practice would require a complete reversal where congruencies of values should find a place in selection and training. Only then achieving linkages with the values of wider socio cultural context would be possible in India. In order to make organization effective the values of the society and those of cultural milieu should be synthesised with those of the organization and it's functioning. Yammuna have a great potential to generate hydro - power about 20,000 M.W., which can contribute significantly for the economic development of the state. The tourism industry is also contributing a lot towards the state economy.

Thus, tourism is an economic and industrial activity which creates employment for many unemployed youth and also generates foreign exchange. It is also a medium of social and cultural development and

* Associate Professor, Commerce, Sri Aurobindo College (Eve.), University of Delhi

Review of Literature

Research on the impact of HR practices on organisational productivity is more extensive. Cutcher-Gershenfeld (1991) found that firms adopting "transformational" labour relations - those emphasising cooperation and dispute resolution - had lower cost, less scrap, higher productivity, and a greater return to direct labour costs than did firms using "traditional" adversarial labour relations practices. Katz et. al., (1987) showed that a number of innovative work practices improved productivity.

Fombrun et. al. (1984) expanded these premises and developed the model of strategic HRD, which emphasises a 'tight fit' between organizational strategy, organizational structure and HR system. Political, economic and cultural forces are responsible for organization's mission and strategy. This explained these causal relations, which form the 'tight fit' between strategy, organization structure and HR policies and practices. On the basis of mission and strategy the shape of organization is structured, i.e., people are organized to carry out different tasks to achieve organization's mission.

Hendry & Pettigrew (1992) A number of internal factors such as the organizational culture, structure (positioning of HR), leadership, level of technology employed and business output directly contribute in forming the contents of HRM.

HR could be seen as a menu of strategic choice to be made by human resource executives in order to promote the most effective 'role behaviours' that are consistent with the organization strategy and aligned with each other (Sparrow and Hilltrop 1994).

Stephans (1993) investigated the relationship which are at three stages of career transition- anticipation, fulfilment, and termination - to career success. Career success was operationalised as three separate dimensions, including organisationally focussed career success, professional career success, and success in balancing the demands of work and non-work activities.

The Career Success Expectation Scale was developed to measure expectation of professional, organisational and balanced career success. This scale was found to be psychometrically acceptable, and each of the three subscales exhibited adequate consistency. Organisational and professional career success expectations were not found to be very significantly across the stages of international work assignment. However, the perceived social value of international work experience was found to have a significant effect on expectations in the role anticipation stage of the international assignment. Balance career success expectations were positively associated with stage of the foreign assignment.

Arthur (1994) found in 30 steel "mini-mills" that those with "commitment" to HR systems emphasising the development of employee commitment, had lower turnover and scrap rates, and higher productivity than firms with "control" systems emphasising efficiency and the reduction of labour costs. Mac Duffie (1995) found that "bundle" of internally consistent HR practices were associated with higher productivity and quality in 62 automotive assembly plants.

Hofstede(1978) found mental programs developed through socialization experiences carry a national culture, and express value that predominate in that country. Aggregating data from employees of large multinational corporations from forty countries. A country position was plotted on pairs of four values. By this process, cluster of countries with similar value were located. These plots were showing large variations in value systems between the countries in different clusters, suggesting that corporations over all organizational culture was not able to homogenize value originating in parent company. The national culture affected the value system of employees resulting in heterogeneous culture in different countries.

Rosenzweig and Nohria (1994) study of HRM practices in 249 US affiliates of foreign-based multinational corporations (MNCs) shows that in general affiliate HRM practices closely follow local

practice, with differences among specific practices. The degree of similarity to local practices is significantly influenced by the method of founding dependence on local inputs, the presence of expatriates, and the extent of communication with parent. In addition, sharp differences are revealed among affiliates of Canadian, Japanese and European MNCs, suggesting strong country effects. Together these findings support the view of MNCs as composed of differentiated practices, which in turn are shaped by forces for local isomorphism and for internal consistency.

Rao (1982) analysed responses of senior executives from 45 organizations to a questionnaire on human resource development. The survey was initiated with a view to explore the trends of HRD practices in different industries. Head of personnel departments, top level managers, and other executives in the organization were interviewed. The results revealed that as the dissatisfaction with traditional forms of performance appraisal is increasing, many organizations are getting involved in changing their appraisal systems. The response indicated that performance appraisal is used both for regulatory and development purposes; in intention, and in practice. Majority of companies surveyed use one or more reward mechanisms : promotion, cash rewards, and sponsoring foreign travel. About 45 percent of the organizations have definite policy on development of human resources. Executives from nearly half of the organizations reported that a formal training policy had been adopted. It is concluded that a number of innovative activities are going on in Indian organizations, both in private and public sector, indicating a modern trend in personnel function.

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reversal where congruencies of values should find a place in selection and training. Only then achieving linkages with the values of wider socio cultural context would be possible in India. In order to make organization effective the values of the society and those of cultural milieu should be synthesised with those of the organization and it's functioning.

Sinha (1983) prepared a questionnaire to obtain data on organizational profile, perception of major issues in one's own and similar organizations. Organizational behaviour technologies used for meeting these issues and the use of external consultants and internal change agent. It was mailed to 200 chief executives in a variety of organisations, large and complex. The survey shows that the chief executives are concerned with both the organization process and structure issues, although process issues such as motivation, leadership, team building, organization climate, and culture loom large. This is particularly true of the respondents from large and private sector organizations. The survey also reveals a high degree of awareness amongst the chief executives as to what the various organizational behaviour technologies can offer them and their willingness for experimentation. Most of them, however, did not seem to know about the experience of such interventions in other organizations in the country.

Singh (1989) opined that top managers are increasingly turning to HRD mechanisms such as performance appraisal and team building for introducing organisational change. While the process of HRD as a way to help employees initiate and cope with change is appealing, top managers would do well to examine the appropriateness of the assumptions HRD makes about people and their values.

This study was based upon 176 senior level managers belonging to 56 organisations spread over the India. Singh presented Hofstede's four dimensions of managerial culture as the dimension to be measured before HRD interventions are planned. These are : power distance, uncertainty avoidance, individualism, and masculinity. He has

even classified some of the HRD interventions as high or low on some of these values.

Anita Ramachandran, CEO, Cereberus Consultants, held a workshop in October, 1995, for Business Today's correspondents and editors on the crucial issues of contemporary people management. In November 1995, this was followed up another workshop conducted by T.V. Rao, one of the founding fathers of the HRM movement in the country.

These two workshops, as well as consultants with over 50 human resource managers, the structure of the issue was finalised, dividing people management into five segments: recruitment, performance management; training and development; appraisal and reward; and organizational exit

The answers to each question pertain to practices in each respondent's own organization. The tabular data has been classified into three broad groups: managers, HRMs and CEOs. The survey also included an employee satisfaction

audit, covering 14 broad areas of HRMs. Comparisons were made between the responses of HRMs and managers. Then a nine-cell grid matrix- with the extent of disagreement between HRMs and managers on the X axis and the extent of agreement amongst on Y axis was conducted. The Principle crises areas were then mapped, judging from the low scores in the area of HRM practice by the respondents.

- The lack of ability to attract the best professionals
- Absence of an effective appraisal system
- Low compensation packages vis-a-vis the industry
- Absence of team spirit
- Lack of clear career planning
- Lack of Job satisfaction
- Unsatisfactory practices while implementing managerial or worker exits
- Ineffectiveness of exit interviews

The 38 percent of HR managers feel that their companies HR practices have to catch up with the best in the industry.

Tripathi (1988), the optimal linkage can be achieved by enhancing embeddedness and openness particularly in the case of Indian organizations. It is equally important that we examine this linkage from a competing value perspective. There is need to provide consistency between the structural characteristics of an organization and the features of social-cultural environment.

Sinha, D, (1988) was of the opinion that while creating linkages between organizations and socio-cultural environmental tensions and paradoxes often exists in Indian organizations brought into focus. This is especially relevant in case of organizations, where diversities and contradictions in values seem to characterize the Indian cultural system.

Sinha, J.B.P. (1990) studied six organizations from public, private and cooperative sector. Managers were interviewed with the help of schedule; secondary data were meticulously collected, and were supplemented by observation of the functioning of the organizations. Taken together, they reflected two broad profiles of work culture of soft and a synergic work culture. The Public sector organization belonged to soft work culture and private and cooperative to the synergic work culture. Culture was finally derived after the study of organization climate and the work values people hold.

Ganesh (1990) points out that almost 80% of studies in India on Values are based on questionnaire surveys. These studies have enumerated a large variety of values ranging from conformity to manipulation. Analyzing the structure of personal and organizational values.

Prakash (1982) found that, by and large, two sets of values appear in organizational context. On the one hand, there are values that characterize modern industrial societies in which relationships between members and with the organization are contractual.

In the latter, relationships are less strong and serve relatively differentiated functions.

The Present Study

The present study is to examine the relationship between HRD practices and organization culture. To this end HRD practices are viewed in terms of planning, recruitment, selection, training and development, performance evaluation, career management and rewards. Organizational culture is viewed in terms of self realization, status enhancement, sulphitic values and socio economic support.

The understanding of HRM practices would require comparative study of practices in the organizations. This study is an attempt to focus on the relationship and impact of HRM practices on organization culture among different public sector organizations.

Objectives of the Study

1. To investigate the various HRM practices, i.e., planning, recruitment, selection, performance evaluation, training and development, career management and rewards at the managerial levels in public sector organizations.
2. To study and examine the relationship between various aspects of HRD practices and organizational culture.

Sample

Sample consisted of 119 respondents working in two different public sector organizations.

Organization A (N-68)

Organization B (N-51)

This study was thus based on sample of managerial people from two different organizations. At the time of selection of companies all were profit-making organizations. The sample size consisted of executives in various positions (right from entry to top position). The data were collected personally by the researcher and also by mail using, non-

probability incidental sampling with an assurance that information obtained would be kept confidential. The sample size was obtained from all the management levels, but most respondents were from middle level management, with an assumption that they would possess an accurate and comprehensive perception of HRD practices employed in the organizations.

The sample includes all departments such as production, marketing, finance and HRD. The sole purpose of this sampling was to get honest picture of HRD practices of the organizations.

Organizations Under Study

Organization A

A was incorporated in 1975. A has developed comprehensive in-house capabilities on all facets of power generation, Global recognition for the 'Indian Navratna' has come form of being ranked among top 10 in terms of total electric generation.

At the heart of organization A's success, lies the commitment to build up a strong in-house technical and managerial capability through a series of need based training and development programs. The main focus of this progress has been to sharpen the technical skills and refine strategic abilities that are required to evolve appropriate responses to organization's needs in the competitive scenario emerging in the power sector. Lev and Schwartz economic model has been employed for evaluation of human assets.

Organization B

This is one of the largest public enterprises in India with project sites spread all over India and also abroad to provide prompt and effective service to customers. B has grown up to become India's leading engineering company.

Its businesses broadly cover conversion, transmission, utilisation and conservation of energy in core sectors of the economy like power, industry

and transportation and fulfill vital infra-structural needs of the country. Its operations are organised around three business sectors, namely Power, Industry, and International Operations.

The most prized asset of organization B is its employees. The Human Resource Development Institute and other training institutes of the organization help in keeping their skills updated but also add new skills when required. The success and growth of organization B is due to the culture and work ethos that has evolved over the years

An organization with global outlook and truly Indian transactional corporation, deeply imbued in our rich culture is feasible only if it focuses on the three 'C's viz. cost, competition and customers besides speed. B is reducing its workforce with a human face. This gives employees a tremendous amount of security and faith and climate of work culture in the organization.

1. Measure of Human Resource Development Practices

For the purpose of measuring Human Resource Development practices, questionnaire developed by Judith R. Gordon (1986) was used. This questionnaire was developed on the basis of questions asked by Gordon. This questionnaire was standardized and split half reliability was calculated to be 0.81.

The HRD practices questionnaire consisted of 69 items including the following variables:

Human resource planning: The items focused on the process of analyzing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs.

Recruitment: The items focused on identifying and attracting candidates for current and future jobs.

Selection: The items focused on to obtain employees who are most likely to meet desirable standards of performance.

Training and development: The items relate to the set of activities designed to increase an individual's skills, knowledge, or change an individual's attitudes to preparing individuals to assume higher level or different responsibilities.

Performance evaluation: The items focused on to measure and evaluate an employee's past performance against a standard of performance.

Career management: The items relate to process of designing and implementing goals, plans and strategies to enable to satisfy the organizational needs while allowing individuals to achieve their career goals.

Rewards: The items focused to repay equitably for a service in appropriate relationship to the quality of service performed.

2. Measure of Organization Culture

The questionnaire used for measuring organization culture was developed by Super and Neivell (1986) and used by Sinha (1987) for Indian Organizations. The items in the questionnaire belonged to four super-ordinate factors, which are:

1. Self-realization consisting of values of ability utilisation, achievement, advancement, aesthetics, personal development, and peace.
2. Status enhancement consisting of values of altruism, authority, physical activity, and prestige.
3. Sulpitic values consisting of values of autonomy, creativity, life styles, risk taking, and variety.
4. Socio-economic status consisting of values of economics, social interaction, social relationships, working conditions, comforts, and tendency.

The items were scored on 5-point scale with response category being:

1. strongly disagree
2. disagree
3. undecided

- 4. agree
- 5. strongly agree

Table 1. Correlations between HRD Practices and Independent variables for Public Sector

Variables	Self-realisation	Status enhancement	Sulphitic values	Socio economic support
Planning	.47**	.19	.32**	.15
Recruitment	.22*	.10	.17	-.06
Selection	.40**	.19	.22*	.01
Performance evaluation	.45**	.18	.29**	.05
Training	.35**	.26*	.23*	.15
Career management	.36**	.27*	.28*	.01
Rewards	.55**	.31**	.46**	.25*

No. of cases -119 1-tailed significance* - .01** - .001

As shown in the table a positive and statistically significant relationship between Self-realisation and dimensions of HRD practices. Self-realisation was positively and significantly correlated to planning, recruitment, selection, performance evaluation, training, career management and rewards.

Status enhancement was positively related to the dimensions of HRD practices. Status enhancement was positively and significantly related with training and development, career management and rewards.

Sulphitic values was positively and significantly related to planning, selection, performance evaluation, training and development, career management and rewards.

Recruitment was negatively related to socioeconomic support. Rewards were positively and significantly related to socio economic support. The other HRD practices were positively related to socio-economic support, but not significant.

Discussion

The present study was conceived around the framework that HRD practices shapes the pattern of interactions between and among the managers and

employees (Cutcher-Gershenfeld, 1991). Further organizations generally organise human resource practices that are consistent with their Culture (Osteman, 1987; Block, Roomkin, and Salsburg, 1987). In other words, the available body of knowledge on the subject has amply demonstrated a meaningful relationship between HRD practices and culture.

The study of culture indicated that individual values play an important role in determining, how well an individual fits into the organizational context. Besides, many researchers have conceptualized and measured values at individual level (Prakash 1982; Sinha, 1990) in their attempt to understand organizational culture. In this study organizational culture was measured in terms of self-realisation, status enhancement, sulphitic values and socio economic support.

This study explored the relationship between above mentioned variables and HRD practices in public sector organizations. HR professionals play a central and critical role to maintain and change a culture. The correlation analysis between dimensions of HRD practices and dimensions of culture: HRD practices do affect the culture of the organization. Ulrich & Lafasto, (1995), felt that HR practices provide information and shape behaviour and experiences of employees. By doing so, HR practices becomes the means where by culture are created and sustained. Designing new culture required that HR professionals were ahead of cultural change curve with innovative and exciting HR practices Ulrich (1997).

HRD practices such as Planning influence employee skills through acquisition and development of human resource. Recruitment procedures provide a large pool of qualified applicants, paired with reliable and valid selection, will have a influence over the quality and type of skills new manager posses. Formal and informal training, can further influence manager development (Cascio,1991). Performance evaluation that assess individual or work group performance, linking these appraisals tightly with career management and rewards, direct and motivate managers of the organization to

perform effectively.

Culture in this study was measured in terms of four subordinates values like self-realisation, status enhancement, sulphitic values and socio economic support. It was evident from the findings relationship between HRD practices and cultural aspect of the public sector organizations. HRD practices were significantly related with culture to great extent in Public sector organizations. Similar relationships have been obtained between HRD practices and culture. It has been identified to be a potentially powerful lever for shaping and changing the culture of the organization (Sethia & Van Guinaro 1985; Ulrich 1997). Though the causality notion has been a matter of debate. It can be argued that the way managers treated and dealt with subordinates in order to accomplish the multiple objectives of the organization was determined primarily by management system and also by the belief about the nature of man. The contemporary philosophy of management is based upon optimistic view of human resources. People are considered to be potentially creative, trustworthy and cooperative (McGregor, Douglas. 1964).

All the variables of HRD practices are significantly correlated with the variable of self realization, Managers effect their own means by certain member of operations over the own bodies and souls, thoughts, conduct and way of happiness, purity wisdom, perfection or immortality- are imperceptibly merged Foucault (1988a). The values of self realization, of personal responsibility of ownership accountability and self management are both personally attractive and economically desirable (Miller and Rose 1990)

While organizations find themselves in worldwide competition, most of the individuals are striving for achievement, ability utilisation, advancement, aesthetics, personal development, and peace of mind. Realisation or anticipation of realisation of the values has resulted in better performance. J.B.P. Sinha (1988) felt that these values held highest expectations by the

managers of different organizations in India. Self-realisation encouraged people to satisfy their achievement needs in the work situation.

Training and development was significantly related to self realization, status enhancement and sulphitic values. The executive training program, in which organizations systematically attempt to develop the skills of their top managers, either by bringing in outside experts to train them in-house, or by sending to specialized programs, conducted by colleges and universities (O'Reilly, B. 1993). Such programs make managers to be effective leaders in rapidly changing business environment and organizational change.

Training and development will need managers to learn how to disclose and share information, possibly through formal consultation or communication networks. In the knowledge economy the learning organization alone will survive. (Athreya, M. 1996; Kandwala, P. 1996).

Peter & Austin (1985) address the question how to put the principles of search of excellence with practice. Without denying the validity of the light attitudinal, emphasis is placed on the four elements with are considered to be most import concern for customer, innovation, attention to the people in the organization and above all leadership is considered crucial in shaping the culture of the organization.

The liberalization of economy has led to a system of free market provides the virtuous model through which all forms of social relations should be stunted. This is to guarantee maximum benefits accrue from the working of the intrinsically virtuous system. It is the moral obligation of each and every member of such organization to be achieving continuous business improvement and be even more enterprising. Thus the discourse of interpose also envisages a new type of rule and imaging new ways for public sector organizations.

Training and career management were related to self realization, status enhancement and sulphitic values. It is really interesting findings that training was

related significantly with status enhancement in Public sector organizations. HRD practices were significantly related with sulphitic values except recruitment. HRD practices do influence creativity, risk taking, autonomy, life styles, and variety. More focus on HRD practices will positively affect the work values such as ability utilization, achievement, advancement, peace of mind, and personal development and also risk taking, creativity, autonomy, life styles, and variety thereby creating a culture in the Public sector organizations.

Heydebrand 1989 observed that each employee is encouraged to ensnare with in a complex process of 'social engineering', a process that structures work situations by means of intensive training, placating, continuous learning and the use of various human resource management techniques. Insofar as they are drawn to the allure of information, employees come to discipline themselves with feeling of anciently shame and guilt that are aroused when they sense or judge themselves to impugn or fall short of the values of the corporation (Schwartz 1987 a, 1987 b)

Socio economic support was not significant related with any of the variable of HRD practices in Public sector. Socio economic support consists of social relationship and interaction, comforts, dependency, good working condition and economic gains. Managers were indifferent and did not care much for social interactions and relationships. Whereas, Indian managers held the significant value expectancies for economic gains, good working conditions and comforts (Sinha, J.B.P.1990). These findings supported a truism toward the mind set ingrained in the employees of public sector.

The strengthening of corporate enhances organization performances by security greater commitment and feasibility from employees Pascal 1985. Improvements in productivity and quality it is argued, flow from corporate cultures what systematically recognize and reward individuals systematically and materially for identifying their sense of propose with the values that are designed

into the organization. This study clearly revealed that a reward is not merely tool for shaping the behaviour of individuals receiving them. The respondents are of the opinion that it is single most important variable that affect organizational culture, measured in terms of self-realisation, status enhancement, sulphitic values and socio economic support. Nadler et. al. (1994) report that rewards are "what employees most frequently mention as the real indicator of commitment to cultural values".

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