



The Employee Enrichment as a Motivational Tool Engagement in Information Technology and Information Technology Enabled Services in Mysore City, Karnataka State

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ABSTRACT

Employees may be motivated on the job by many things, such as a sense of achievement, recognition, enjoyment of the job, promotion opportunities, responsibility, and the chance for personal growth. Employee motivation and performance are tied directly to the style of management that is applied and to principles of positive or negative reinforcement. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The paper focuses on how employee engagement is an antecedent of job involvement and what the should company do to make the employees engaged. The study is conducted to analyze the existing employee engagement and motivation programs in Information technology and Information technology for Enabled services

Key words: Employee engagement, motivation, HR Practices, Job Satisfaction

INTRODUCTION TO HRM:

Human resources are the set of individuals who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with human resources, although human capital typically refers to a more narrow view (i.e., the knowledge the individuals embody and can contribute to an organization). Likewise, other terms sometimes used include "manpower", "talent", "labour", or simply "people". The professional discipline and business function that oversees an organization's human resources is called human resource management (HRM, or simply HR).

Human Resource practices:

From the corporate objective, employees have been traditionally viewed as assets to the enterprise, whose value is enhanced by further learning and development, referred to as human resource development. Organizations will engage in a broad range of human resource management practices to capitalize on those assets.

HR processes:

A Human Resources Management Processes: refers to the systems and processes at the intersection between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software. On the whole, these ERP systems have their origin from software that integrates information from different applications into one universal database. The linkage of its financial and human resource modules through one database is the most important distinction to the individually and proprietary developed predecessors, which makes this software application both rigid and flexible. Many organizations have gone beyond the traditional functions and developed human resource management information systems, which support recruitment, selection, hiring, job placement, performance appraisals,

employee benefit analysis, health, safety and security, while others integrate an outsourced applicant tracking system that encompasses a subset of the above.

Objectives and hypotheses of the research:

The overall objective of the present research is to study and to find out the level of present HR practices in IT and ITES Sectors and to find out its success w.r.t implementation in the three major thrust areas of recruitment, development and maintaining (retaining and motivating) of the employees towards performance and greater loyalty and longer service among employees of IT sector.

The major objective of the research is to find the problems and issues in the HR practices and processes in the IT sector. The detailed and specific objectives would be framed after the preliminary study in the sample survey units are :

- I) To study the present HR practices and processes of the IT sector.
- II) To study the HR practices, processes and strategies in the following areas
 - a) Recruitment process – ad and campus-based selection methods and incubation training and induction process in IT sector
 - b) Development process - training and education, engagement, empowerment and enrichment process in It sector.
 - c) Maintaining –(retaining and motivating workforce) process – retention and motivation for longer retention and personal growth - strategies
- III) To study the impact of present HR practices on its employee performance in the IT sector.
- IV) To study the strengths and weaknesses of the present HRD practices and processes in the IT sector.
- V) To study any other issues regarding the subject matter of the research that will be useful for drawing suitable and useful conclusions.

The Researcher has conducted a preliminary sample study by way of discussions and interviews with the selected sample respondents from three IT and ITES Sectors has designed the following major research hypothesis:

1. Ho₁. The Recruitment process has no impact and bearing on the performance of the IT employees.
2. Ho₂ The incubation training and induction process has no impact on the performance of the IT employees.
3. Ho₃. The Development process - training and education has no impact on the performance of the IT employees
4. Ho₄. The Development process - engagement has no impact on the performance of the IT employees
5. Ho₅. The Development process - empowerment has no impact and bearing on the performance of the IT employees
6. Ho₆. The Development enrichment process has no impact on the performance of the IT employees
7. Ho₇. The Maintaining –(retaining and motivating process) has no impact on the performance of the IT employees

The following hypothesis have been framed by the initial survey is investigated by primary and secondary research survey on the randomly selected employees (software engineers and team leaders) and its impact and positive bearing effect on the performance of the employees in IT and ITES Sectors is found.

Research methodology:

The research methodology of this research would involve primary research by way of sample survey on team leaders and software engineers selected organizations – IT and ITES Sector at Mysore to find the level of the areas the Human resource development practices and processes and its correlation to the performance of the employees and their motivation level to work in the same IT units.

The research would design the null hypothesis concerning the objectives of the research detailed above based on preliminary surveys, discussions and interviews with customers of the selected survey IT and ITES Sectors in Mysore. The same would be put to test by the research through the questionnaire study to find the real problems and issues and strengths and weaknesses of the present HR practices and processes and to suggest a new model for the same.

The research variables: independent and dependent variable of research:

The study is finding the level of the areas the Human resource development practices and processes (independent variable) and its correlation to the performance of the employees (dependent variable) and their motivation level to perform better in the same IT and ITES Sectors long years.

The research methodology and the associated questionnaire will also focus on the self-assessment and mutual assessment of the employee's performance

i.e the team leaders assessing the team members and team members assessing the team leaders to moderate the HRD issues to find the organizational performance i.e. the total employees' performance is treated here as organizational performance level.

The methodology also includes besides this sample survey the secondary survey of Text Books, management journals, HR journals, research organization records and research magazines, conference proceedings and annual reports of the sample survey companies with additional information from web sources.

Sample survey :

This primary survey would be coupled with the discussions and interviews with project officers, location heads, HR departmental heads and vice-presidents of the sample IT and ITES Sectors to cater additional and subtle information regarding the subject matter of research.

The random sample of selected respondents will be drawn from the team –leaders and software engineers in Ten IT and ITES Sectors situated in Mysore. This is to ascertain the level of the areas the HRD practices and processes and employee performance level and their correlation and to bring meaningful conclusions useful for the sector.

The research has designed the null hypothesis about the objectives of the research and the same would be tested under statistical study using random sampling methods, stratification techniques and suitable statistical tests.

A questionnaire would be designed concerning the human resource development practices and processes and their impact on the employee's performance in the survey sample units. The researcher is looking for mapping the areas the Human resource development practices and processes through the research to find the level of the HR practices and it's a correlation to the performance level of the employees and their motivation level to perform better day by day is the main part of the questionnaires supplied to both classes of respondents drawn from these IT and ITES Sectors at Mysore.

The Primary data analysis is conducted in the two-fold pattern. The first level discussion is made with the respondents (team leaders and software engineers) the second level is the distribution of a separate set of the questionnaire designed for respondents belonging to team leaders and software engineers class.

The primary data so collected will be analyzed using suitable statistical tools like averaging, summarizing, suitable tests (T or Z test with factor analysis using SPSS package) and the objectives are addressed and hypotheses are tested and the results are analyzed and suggestions are arrived at before the conclusion are drawn.

The secondary data such as text Books, management journals – national and international, research organization records and research magazines, conference proceedings are used to understand the basic aspects of employee empowerment, engagement and ownership trait among It professionals working in the middle management level of IT and ITES Sectors at India and abroad and also the review of recent research papers published addressing the same issue and subject matter of the research.

Data collection and analysis methods:

The primary data collected out of the questionnaire survey would be stratified, averaged, studied and after a proper analysis through a suitable statistical test and the interpretations would be drawn and hypotheses of the research are put to test of proof.

The secondary data such as textbooks, national and international management journals, research organization records and research magazines, national and international conference proceedings, related web sites besides company annual reports of IT and ITES Sectors in India are visited and analyzed to have a deeper understating of this Human resource development practices and processes at IT and ITES Sectors in India and abroad.

The research has designed the null hypothesis concerning the objectives of the research and the same would be tested under statistical study using, random sampling methods, stratification techniques and suitable statistical tests before the conclusions are drawn.

5.3.2 Second factor of the research's Interpretation – Training (and education - not induction) – skill and other aspects - high tendency shown

5.3.2 HRD process and practices							
subjective preferences from respondents							
questions	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	check t
1	14	367	177	38	4	600	600
2	12	354	187	46	1	600	600
3	16	327	131	122	4	600	600
4	12	344	111	121	12	600	600
5	14	367	121	77	21	600	600
Total	68.00	1759.00	727.00	404.00	42.00	3000.00	3000
percentage	13.60	351.80	145.40	80.80	8.40		
average	1.67	16.90	34.33	39.91	8.14		
stdev	1.67	16.90	34.33	39.91	8.14		
5.3.2	unit level stratification data						
unit level	unit level stratification data						
unit level	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	ct
unit 1	5	194	78	14	9	300	300
unit 2	4	183	69	34	10	300	300
unit 3	5	177	77	41	0	300	300
unit 4	6	167	76	51	0	300	300
unit 5	7	177	77	37	2	300	300
unit 6	8	165	77	48	2	300	300
unit 7	8	165	73	44	10	300	300
unit 8	10	176	73	41	0	300	300
unit 9	9	177	66	42	6	300	300
unit 10	6	178	61	52	3	300	300
total	68	1759	727	404	42	3000	3000
std dev	1.93	8.84	5.68	10.91	4.18		
5.3.2	cadre level stratification data					total	ct
software engginers	16	1528	606	313	37	2500	2500
team leaders	52	231	121	91	5	500	500
total	68	1759	727	404	42	3000	3000
Std dev	25.46	917.12	342.95	156.98	22.63		
coorolation	0.96995599 (between team leaders and software engineers)						

**5.3.3 Third factor of the research's Interpretation – Development process-Engagement process:
High and moderate tendency shown**

5.3.3 HRD process and practices							
subjective preferences from respondents							
questions	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	check t
1	57	156	312	51	24	600	600
2	51	167	333	46	3	600	600
3	53	176	323	44	4	600	600
4	44	167	321	43	25	600	600
5	53	166	322	41	18	600	600
Total	258	832	1611	225	74	3000	3000
percentage	8.60	27.73	53.70	7.50	2.47	3000	
average	51.60	166.40	322.20	45.00	14.80		
Std dev	4.77	7.09	7.46	3.81	10.66		
5.3.3 unit level stratification data							
unit level	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	c.T
unit 1	33	102	163	1	1	300	300
unit 2	22	87	188	3	0	300	300
unit 3	23	83	166	27	1	300	300
unit 4	25	79	154	31	11	300	300
unit 5	26	84	161	23	6	300	300
unit 6	25	86	160	24	5	300	300
unit 7	27	77	157	28	11	300	300
unit 8	27	78	156	28	11	300	300
unit 9	22	75	154	31	18	300	300
unit 10	28	81	152	29	10	300	300
total	258	832	1611	225	74	3000	3000
std dev	3.29	7.69	10.43	11.12	5.80		
5.3.3 cadre level stratification data							
						total	ct
software engginers	219	711	1355	158	57	2500	2500
team leaders	39	121	256	67	17	500	500
total	258	832	1611	225	74	3000	3000
Std dev	127.28	417.19	777.11	64.35	28.28		
coorolation	0.983644234 (between team leaders and software engineers)						

5.3.4 Fourth factor of the research's Interpretation – Development process-Empowerment process: Medium tendency shown

5.3.4	HRD process and practices							
	subjective preferences from respondents							
questions	a(very high)	b(high)	b(mediaum)	d(low)	e(very low)	total	check t	
1	9	107	387	89	8	600	600	
2	11	97	388	99	5	600	600	
3	37	78	428	45	12	600	600	
4	16	87	411	73	13	600	600	
5	18	99	399	77	7	600	600	
6	23	87	405	76	9	600	600	
Total	114	555	2418	459	54	3600	3600	
percentage	3.17	15.42	67.17	12.75	1.50	100		
average	19.00	92.50	403.00	76.50	9.00	3600		
Std dev	10.14	10.43	15.43	18.26	3.03			
5.3.4	unit level stratification data							
unit level	a(very high)	b(high)	b(mediaum)	d(low)	e(very low)	total	c.T	
unit 1	22	89	233	15	1	360	360	
unit 2	15	54	253	33	5	360	360	
unit 3	13	57	251	39	0	360	360	
unit 4	9	61	247	43	0	360	360	
unit 5	7	49	239	44	21	360	360	
unit 6	5	43	251	55	6	360	360	
unit 7	11	57	253	38	1	360	360	
unit 8	12	53	234	55	6	360	360	
unit 9	13	51	233	56	7	360	360	
unit 10	7	41	224	81	7	360	360	
total	114	555	2418	459	54	3600	3600	
std dev	4.90	13.31	10.48	17.46	6.20			
5.3.4	cadre level stratification data						total	ct
software engginers	18	188	2297	446	51	3000	3000	
team leaders	96	367	121	13	3	600	600	
total	114	555	2418	459	54	3600	3600	
Std dev	55.15	126.57	1538.66	306.18	33.94			
coorolation	-0.00949451 (between team leaders and software engineers)							

5.3.5 Fifth factor of the research's Interpretation – Development process-Enrichment process medium and low tendency shown

5.3.5	HRD process and practices							
	subjective preferences from respondents							
questions	a(very high)	b(high)	b(media	d(low)	e(very low)	total	check t	
1	9	17	334	236	4	600	600	
2	11	17	321	243	8	600	600	
Total	20	34	655	479	12	1200	1200	
percentage	1.67	2.83	54.58	39.92	1.00			
average	10.00	17.00	327.50	239.50	6.00			
Std dev	1.41	0.00	9.19	4.95	2.83			
5.3.5	unit level stratification data							
unit level	a(very high)	b(high)	b(media	d(low)	e(very low)	total	c.T	
unit 1	4	12	93	11	0	120	120	
unit 2	3	7	87	23	0	120	120	
unit 3	3	6	79	32	0	120	120	
unit 4	2	2	52	62	2	120	120	
unit 5	1	2	59	57	1	120	120	
unit 6	2	2	57	57	2	120	120	
unit 7	1	1	49	68	1	120	120	
unit 8	1	0	51	66	2	120	120	
unit 9	1	1	59	57	2	120	120	
unit 10	2	1	69	46	2	120	120	
total	20	34	655	479	12	1200	1200	
std dev	1.05	3.78	15.76	19.48	0.92			
	cadre level stratification data							
						total	ct	
software engginers	4	12	504	471	9	1000	1000	
team leaders	16	22	151	8	1	198	200	
total	20	34	655	479	10	1198	1200	
Std dev	8.49	7.07	249.61	327.39	5.66			
coorolation	0.615518233 (between team leaders and software engineers)							

5.3.6 Sixth factor of the research's Interpretation – Maintaining process – retention : Medium tendency shown

5.3.6	HRD process and practices							
	subjective preferences from respondents							
questions	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	check t	
1	8	67	377	91	57	600	600	
2	5	66	367	84	78	600	600	
3	12	64	398	74	52	600	600	
4	13	63	378	78	68	600	600	
5	7	66	398	81	48	600	600	
6	9	63	405	68	55	600	600	
Total	54	389	2323	476	358	3600	3600	
percentage	1.50	10.81	64.53	13.22	9.94			
average	387.17	79.33	387.17	64.83	9.00	3600		
Std dev	15.14	7.99	15.14	1.72	3.03			
5.3.6	unit level stratification data							
unit level	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	c.T	
unit 1	12	47	258	21	22	360	360	
unit 2	6	41	278	17	18	360	360	
unit 3	7	42	278	14	19	360	360	
unit 4	4	36	226	63	31	360	360	
unit 5	5	36	221	55	43	360	360	
unit 6	6	36	204	69	45	360	360	
unit 7	3	37	215	56	49	360	360	
unit 8	4	38	198	73	47	360	360	
unit 9	4	37	238	39	42	360	360	
unit 10	3	39	207	69	42	360	360	
total	54	389	2323	476	358	3600	3600	
std dev	2.67	3.54	29.73	931	694			
5.3.6	cadre level stratification data							
						total	ct	
software engginers	15	91	2106	435	353	3000	3000	
team leaders	39	298	217	41	5	600	600	
total	54	389	2323	476	358	3600	3600	

5.3.7 Seventh factor of the research's Interpretation – Maintaining process – motivation (personal growth) – high and medium tendency shown

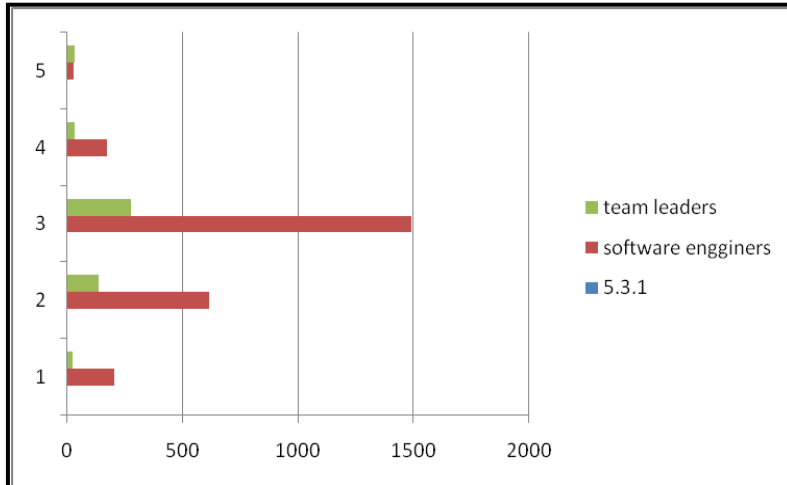
5.3.7	HRD process and practices							
	subjective preferences from respondents							
questions	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	check t	
1	12	378	199	8	3	600	600	
2	18	387	178	9	8	600	600	
3	19	388	177	12	4	600	600	
4	15	398	176	5	6	600	600	
5	17	384	189	6	4	600	600	
6	19	395	176	8	2	600	600	
Total	100	2330	1095	48	27	3600.00	3600	
percentage	2.78	64.72	30.42	1.33	0.75	100.00		
average	28.57	665.71	312.86	13.71	7.71			
Std dev	9.48	7.28	9.48	2.45	2.17			
5.3.7	unit level stratification data							
unit level	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	c.T	
unit 1	18	241	97	4	0	360	360	
unit 2	17	244	96	3	0	360	360	
unit 3	15	237	93	11	4	360	360	
unit 4	8	231	107	5	9	360	360	
unit 5	7	233	117	2	1	360	360	
unit 6	9	236	107	5	3	360	360	
unit 7	8	236	103	5	8	360	360	
unit 8	6	228	121	3	2	360	360	
unit 9	9	217	133	1	0	360	360	
unit 10	3	227	121	9	0	360	360	
total	100	2330	1095	48	27	3600	3600	
std dev	20.56	7.75	13.07	3.08	3.37			
5.3.7	cadre level stratification data							
software engginers	21	1879	1051	24	25	3000	3000	
team leaders	81	451	44	24	2	602	600	
total	102	2330	1095	48	27	3602	3600	
Std dev	42.43	1009.75	712.06	0.00	16.26	1695.64		

5.4 Assessment Of The Following Are The Key Factors For The Performance Of The Employee And Units :
Rating:- Rating criteria: a), b), c), d), e)

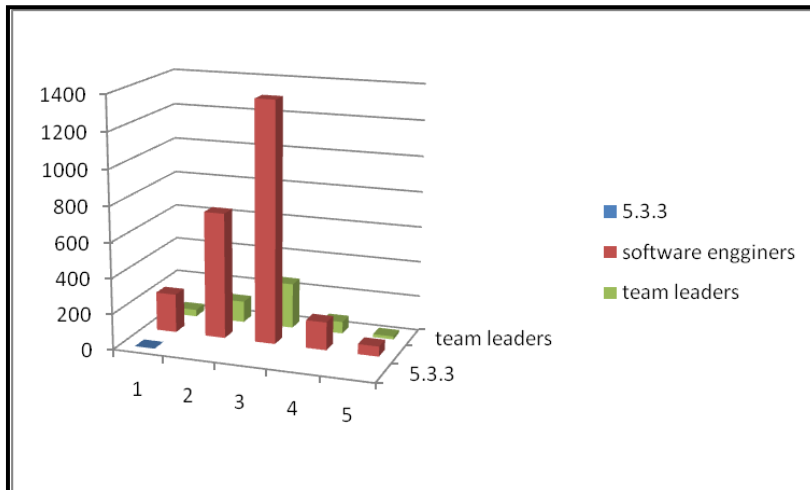
Most important, Important, Moderately important, Low importance, Least importance

5.4	HRD process and practices and performance							
	subjective preferences from respondents							
questions	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	check t	
1	109	476	10	3	2	600	600	
2	94	496	5	4	1	600	600	
3	2	67	464	64	3	600	600	
4	92	503	3	1	1	600	600	
5	97	488	9	4	2	600	600	
6	9	43	503	41	4	600	600	
7	123	463	14	0	0	600	600	
8	134	459	7	0	0	600	600	
9	12	203	366	11	8	600	600	
Total	672	3198	1381	128	21	5400	5400	
percentage	12.44	59.22	25.57	2.37	0.39			
5.4	unit level stratification data							
unit level	a(very high)	b(high)	b(medium)	d(low)	e(very low)	total	c.T	
unit 1	89	359	92	0	0	540	540	
unit 2	78	345	117	0	0	540	540	
unit 3	77	344	119	0	0	540	540	
unit 4	67	304	148	18	3	540	540	
unit 5	68	306	146	16	4	540	540	
unit 6	56	299	162	18	5	540	540	
unit 7	55	304	159	19	3	540	540	
unit 8	66	289	168	15	2	540	540	
unit 9	59	314	146	19	2	540	540	
unit 10	57	334	125	22	2	540	540	
total	672	3198	1382	127	21	5400	5400	
5.4	cadre level stratification data						total	ct
software engginers	209	2761	1381	127	21	4499	4500	
team leaders	463	437	0	0	0	900	900	
total	672	3198	1381	127	21	5399	5400	
coorolation	0.424951542 (between team leaders and software engineers)							

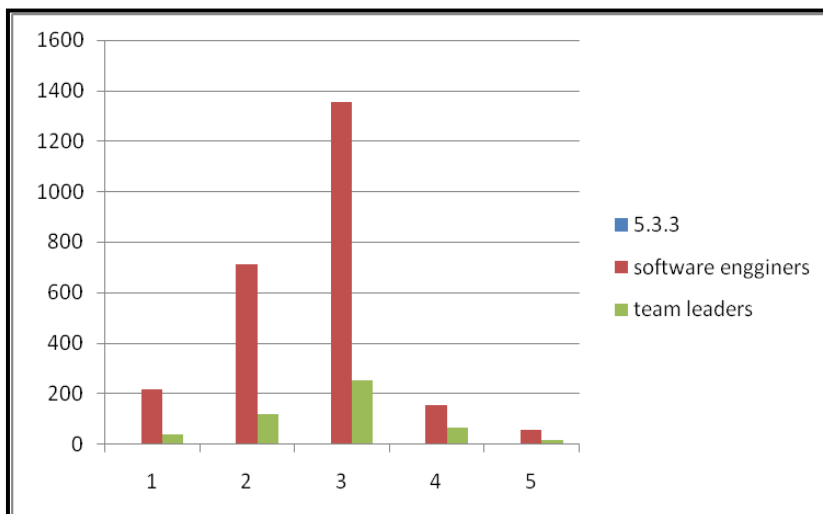
5.3.1 Hrd Process and Practices



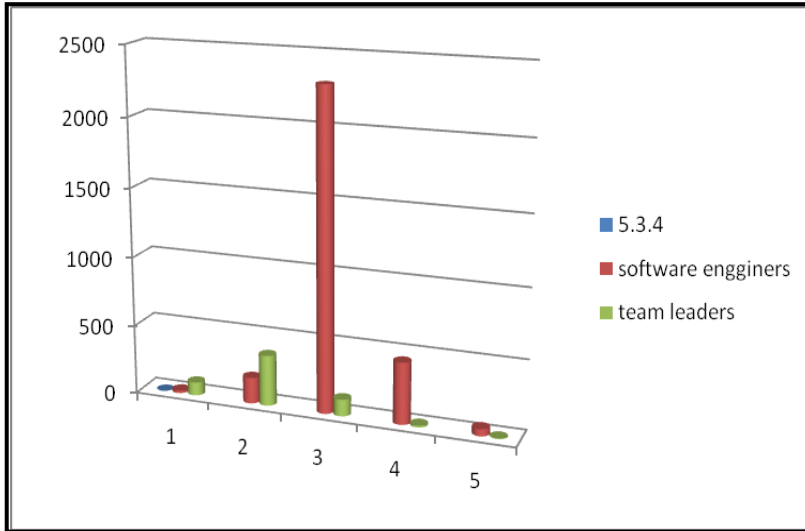
5.3.2 Second factor of the research’s Interpretation – Training (and education - not induction) – skill and other aspects - high tendency shown



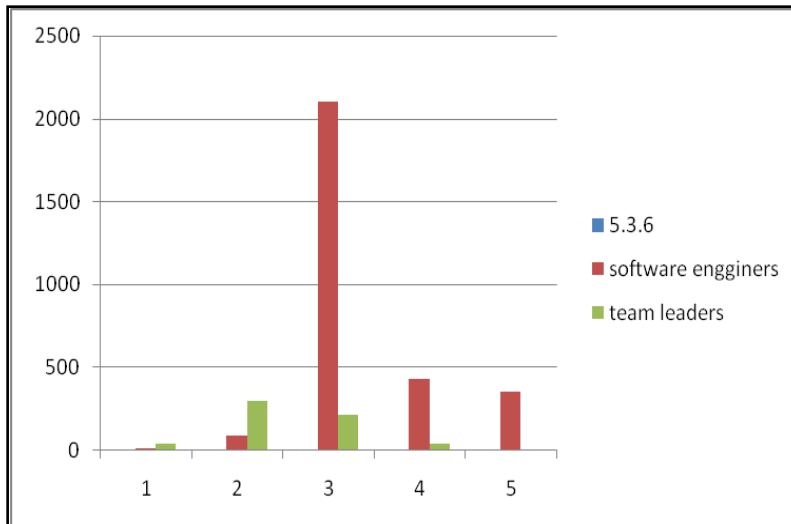
5.3.3 Third factor of the research’s Interpretation – Development process-Engagement process: High and moderate tendency shown



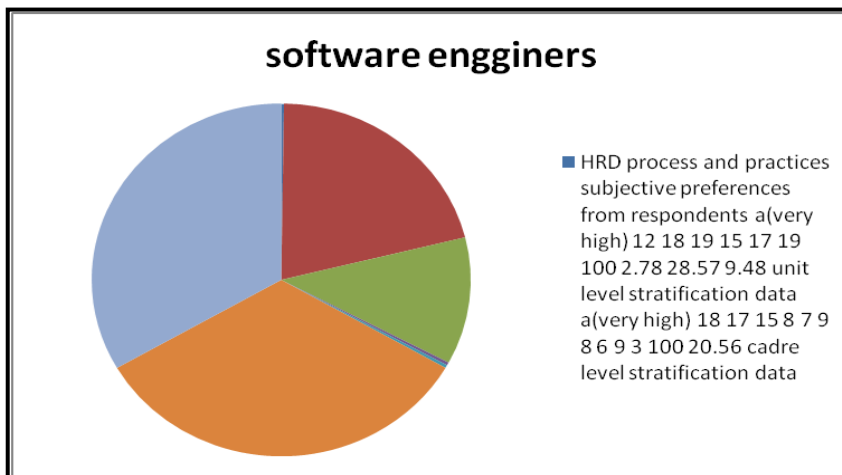
5.3.4 fourth factor of the research’s Interpretation – Development process-Empowerment process: Medium tendency shown



5.3.6 Fifth factor of the research’s Interpretation – Development process-Enrichment process - medium and low tendency shown



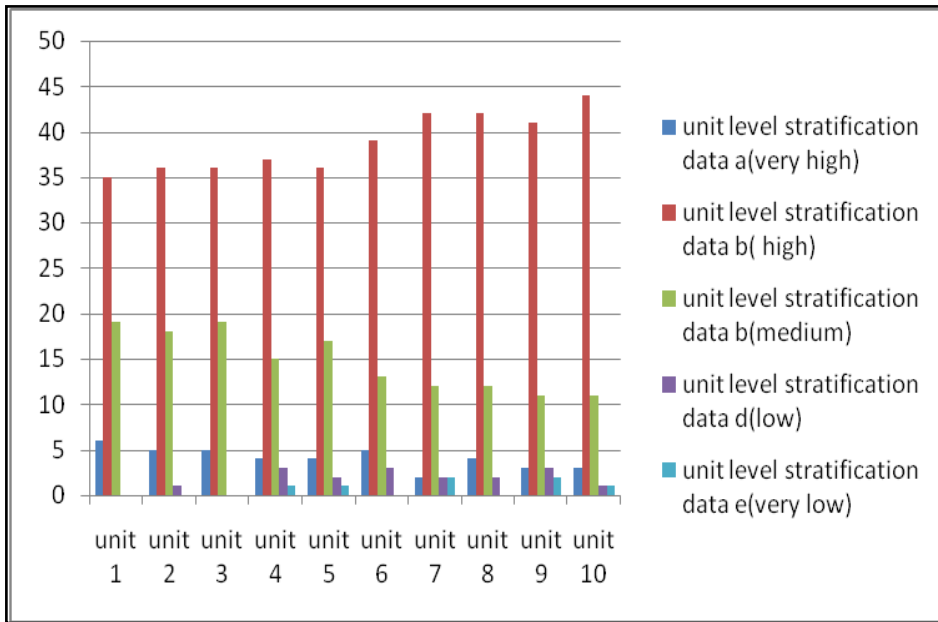
5.3.7 seventh factor of the research’s Interpretation – Maintaining process – motivation (personal growth) – high and medium tendency shown



5.3.8 eighth factor of the research's Interpretation –

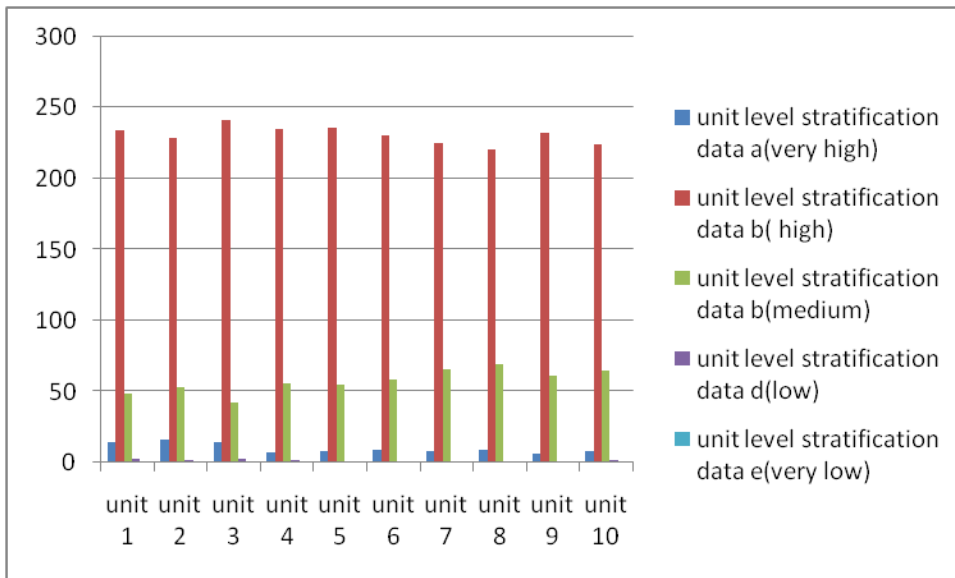
Part -A

Assessment of team members (of software engineers under team leader or project) performance on the following aspects high and medium (100 team leaders)

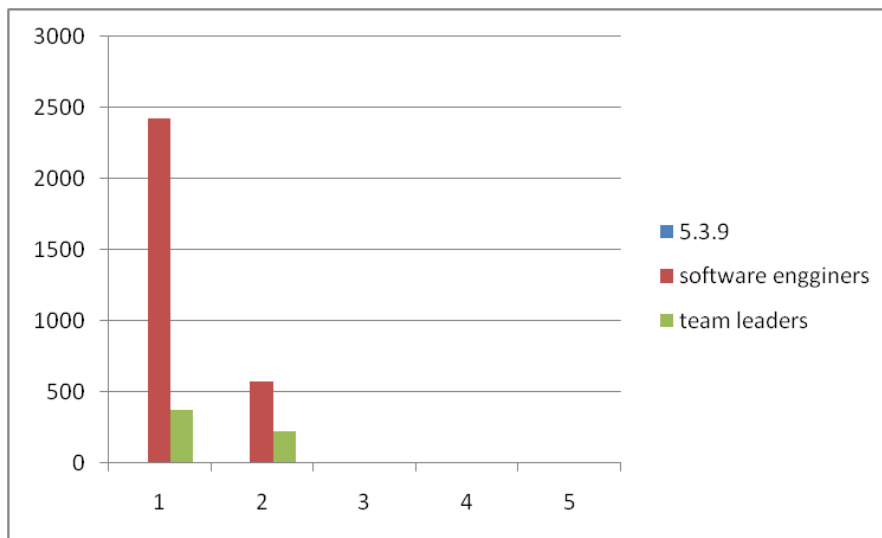


Part-B

assessment of team leader's performance on the following aspects From software engineers by the software engineers: high and medium (500 software engineers)



5.3.9 ninth factor of the research's Interpretation – Self-Assessment of performance on the following aspects (by software engineers and team leaders) high and very high



6.4.1 Major Suggestions about the research:

The suggestions based on research findings are as follows :

1. The research suggests that the present HRD strategies, policies, procedures and processes are in place it is more closer monitoring by the Top management.
2. The research suggests that the organizational performance is directly proportional to the motivation, enthusiasm and skill sets of the IT engineers working in these units, strategies have to be framed for fixing any problems in these
3. The researchers suggest that the empowerment, engagement and enrichment process are in place, but needs qualitative improvement based rather than KRA and KPA based.
4. The researchers suggest that proper engagement is a challenge for any IT unit to profile each professional. but self requirement planning could be called for from each employee and could be sorted and grouped for better engagement and intern resulting in overall better performance of IT units.
5. The research suggests that opportunities for improving and innovating in the spectrum of re-designing exit interviews and retention strategies are always open and they need to redefine their appraisal policy.
6. The research suggests that hostel of recruits, stress, health and food facilities though good and attractive needs improvement match to their homely environment rather than a hotel and lodge-based environment.
7. The research suggests that organizational environmental parameters in this IT working environment are ever-changing needs for research agencies from outside to bring
8. The research suggests a new model of HRD to help out the top management to build a world-class HR based IT industry is discussed in detail in the next pages.
9. The research suggests that retention of IT professionals has become a big issue and has to be positively viewed by top management and an option for the persons who have walked out should be given an option to come back in the next six months ant time (as he possesses the high-quality experience to work in present projects and OS Platform of specific IT unit) to keep other employees (in his team and dept to continue to be) happy, motivated and build a sense of belongingness to the company...
10. The research suggests that “Motivation process and planning “ is the biggest challenge in IT and ITESectors as every IT company holds equal pay-packs, employee facilities and ambience and other working condition parameters and perks, so if one particular IT company want to be unique then they may have taken the help of some consultancy research firm to bring new plans and models for motivation and reduction of attrition and new design for longer retention.

CONCLUSIONS

The research has chosen Mysore as the case study city and few key players of the IT sector for the present research. The objective of the thesis has been met by the study.

The study concludes that suggested a new model of HRD process for best employee performance would go a long way in giving a new path for top management to bring to build a world-class IT unit with the best human resource management and development planning which definitely will ripe fruits of profits for units and happiness for employees.

The researchers conclude that the three major research parameters - Recruitment and induction process, Training process, Maintaining (retaining and motivational) process if effectively and efficiently (as explained in detail in conclusions and suggestions) managed with new plans, processes and improvements then the IT unit will have a cutting edge HRD advantage over other IT and ITESectorsto sustain, make more profits and grow better in this competitive IT sector in India

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