

A STUDY ON EMPLOYEE BEHAVIOUR TOWARDS HIGH PERFORMANCE WORK SYSTEM

Submitted in partial fulfilment of the requirements for the award of

Master of Business Administration

by

NUSRATH NISHA M

Register No. 39410244



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of NUSRATH NISHA M 39410244 who have done the Project work entitled "A STUDY ON EMPLOYEE BEHAVIOUR TOWARDS HIGH PERFORMANCE WORK SYSTEM" under my supervision from January 2021 to March 2021.

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DECLARATION

I NUSRATH NISHA. M 39410244 hereby declare that the Project Report entitled “**A Study on Employee Behaviour towards High Performance work System**” done by me under the guidance of Dr. N. KUMAR M.A, M. PHIL, PH. D, MBA and at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

This study attempts to state that the employee's behavior changes towards High Performance Work System. The focus of this article is to explain the key elements of HPWS and to identify why creating partnerships with employees makes economic sense for employers in today's knowledge-, wisdom-, and information-based economy. Understanding the findings of recent research about this high trust and high empowerment management philosophy may enable business practitioners to avoid the mistakes that "conventional wisdom" can lead to and that have been increasingly acknowledged as the cause of much organizational dysfunction and decline.

HPWS systems emphasize employee involvement and reflect a commitment to creating an organizational culture based upon commitment rather than control. At the same time, the cultures of high-performance organizations emphasize the pursuit of excellence and expect employees to be well-qualified, highly competent, and constantly engaged in improving the organization. Management experts have extensively researched HPWS and have identified common management practices that create competitive advantage and enhance organizational performance. The following is a summary of seven human resource practices for producing higher profits through engaging employees as full owners and partners in an organization's success.

In the past decade a great deal of research has been conducted on the individual and organisational outcomes of high-performance work systems, such as job performance voluntary turnover, discretionary behaviour and firm performance for an overview and critique. However, comparatively few studies have investigated the influence of HPWS on employee creativity. This is in spite of the fact that employee creativity contributes substantially to organisational innovation and competitive advantage.

Keywords: *High Performance Work System, Employee Behaviour, Organization.*

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LIST OF ABBREVIATIONS

- HPWS - High Performance Work System.
- ES - Expert System.
- HRM - Human Resource Management.
- NASSCOM - National Association of Software and Service Companies.
- BPO - Business Process Outsourcing.
- SEEPZ - Santacruz Electronic Export Processing Zone.
- BPM - Business Process Management.
- AMO Model - Ability Motivation Opportunity Model.
- OCB - Organizational Citizenship Behaviour
- SHRM - Strategic Human Resource Management

INTRODUCTION

CHAPTER 1

1.1 INTRODUCTION

The purpose of this paper is to examine the underlying mechanism through which high-performance work system (HPWS) influences employee behaviour. This paper aims to examine contingent factors in the relationship between perceived organisational support and employee behaviour.

The study shows that HPWS enhances perceived organisational support, which in turn promotes employee behaviour. Moreover, the results also indicate that devolved management positively moderates the relationship between perceived organisational support and employee behaviour. the conceptual model of this study High-performance work systems (HPWS) might have some impacts on employee behavior. The common practices in HPWS include staffing, training, developmental performance appraisal, motivational remuneration, and flexible job assignments. Prior research suggests that HPWS have a profound impact on employee behaviors.

However, research reveals that the intended HPWS are different from employee perceived HPWS. Although prior research emphasized the effect of HPWS on job performance and extra-role behavior, as behavioral outcomes, research suggests that employees may demonstrate proactive behaviors while they are performing the assigned tasks and displaying discretionary behaviors.

Another development in the field of HPWS-performance research is the focus on how and why HPWS influences employee attitudes and behaviour, rather than simply documenting this direct relationship. According to social-exchange theory, human resource management (HRM) practices that are perceived by employees to demonstrate organisations' commitment to staff will be reciprocated with positive attitudes and behaviour, there remains insufficient research on the mechanisms through which HRM systems influence employee attitudes and behaviour. Therefore, we explore the mediating role of perceived organisational support in the relationship between HPWS and employee behaviour. Therefore, we can expect perceived organisational support and devolved management to interact to influence the employee behaviour.

1.2 INDUSTRY PROFILE

The Information Technology & Information Technology Enabled Services sector is a field which is undergoing rapid evolution and is changing the shape of Indian business standards. This sector includes software development, consultancies, software management, online services and BPO.

According to an article in the Times of India, India's liberalization was possible due to its IT industry. In the 1990s, the industry started off with an export of nearly \$100 million with around 5,000 employees. Now it is an industry that thrives globally and India's IT exports are now around \$70 billion with 2.8 million employees working in this sector. The article states that the IT sector is one of the top two industries in the country today.

India's IT industry is expected to grow at a rate of 12 - 14% during 2016 - 2017 as per a report by India's software industry body NASSCOM. This clearly shows that information technology is a sector which will likely be one of the emerging markets in the days to come as India's economy requires more hardware, software and other IT services. In a NASSCOM-McKinsey report, India's position in the global offshore IT industry is based on five factors - abundant talent, creation of urban infrastructure, operational excellence, conducive business environment and finally, continued growth in the domestic IT sector.

The IT industry is heavily influenced by factors like the global market and sustenance of its rate of growth. The recession in the United States also impacted the IT community in India negatively. This segment is promising and has vast potential, but there are concerns regarding the demand-supply gap, which is widening. Some challenges which the industry is facing are inadequate infrastructure, tax issues and limited preferential access for local firms. China and Taiwan are examples of low-cost destinations, and India needs to change its current tax structure so that it can outdo competition from other countries.

One of the biggest benefits that the computer and IT industry provides in India is the employment it can generate. Other benefits are export and Foreign Direct Investments (FDI). New markets have opened up in the Middle East, Africa, Eastern

Europe, and South and South East Asia. India is now a major destination for IT outsourcing. There is no dearth of IT job opportunities in India. In fact, India is expected to overtake the US to have the greatest number of software developers in 2018

The top IT companies in India that offer job opportunities in this field are Tata Consultancy Services (TCS), Wipro Technologies, Cognizant, Yahoo!, Google, Tech Mahindra, Infosys Technologies, HP, Capgemini, iGATE Patni, Accenture, L&T, EY, Convergys, Mphasis, Genpact, HCL Technologies and Godrej Infotech. Cities like Bengaluru, Delhi, Noida, Gurgaon, Hyderabad, Chennai, Bombay and Cochin are some of the places which have developed into potential IT hubs of the country, thanks to the presence of these top IT companies. These are now key players which contribute to the growth of the Indian economy through telecommunication, software development, design, mobile commerce, e-commerce, BPO and knowledge process outsourcing (KPO).

The IT industry is one which is not limited to software development alone. Technology can be applied in libraries, hospitals, banks, shops, prisons, hotels, airports, train stations and many other places through database management systems, or through custom-made software as seen fit. Among other sectors, the IT sector in India has been driving growth for the last decade and more, and has the potential to continue doing so for the next couple of years if shortcomings are met and challenges are faced.

India's IT Services industry was born in Mumbai in 1967 with the creation of Tata Consultancy Services who in 1977 partnered with Burroughs which began India's export of IT services. The first software export zone, SEEPZ the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s. Within 90 days of its establishment, the Task Force produced an extensive background report on the state of technology in India and an IT Action Plan with 108 recommendations.

The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking

and recommendations of international bodies like the World Trade Organization (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking action on a consensus that had already evolved within the networking community and government.

In 1991 the Department of Electronics broke this impasse, creating a corporation called Software Technology Parks of India (STPI) that, being owned by the government, could provide VSAT communications without breaching its monopoly. STPI set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly. Indian firms soon convinced their American customers that a satellite link was as reliable as a team of programmers working in the clients' office.

A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. On 25 June 2002, India and the European Union agreed to bilateral cooperation in the field of science and technology. India holds observer status at CERN, while a joint India-EU Software Education and Development Centre will be located in Bangalore.

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20. Indian IT & BPM companies have set up over 1,000 global delivery centres in about 80 countries across the world. India has become the digital capabilities hub of the world with around 75% of global digital talent present in the country.

Companies in this industry provide services such as software support, computer systems design, and data processing facilities management. Major companies include Cognizant, DXC Technology, and the technology consulting arm of IBM (all based in the US), along with Accenture (Ireland), Capgemini (France), and these

India-based companies such as HCL Technologies, Infosys, Tata Consultancy Services (TCS), and Wipro.

Worldwide spending on IT services is about \$993 billion annually, according to Gartner. Top exporters of computer services include the EU, India, the US, Singapore, and Israel, according to the World Trade Organization. A digital divide regarding access to and use of information and communication technologies hinders Africa's participation in exports of IT services. The US information technology services industry includes about 143,000 establishments with combined annual revenue of more than \$442 billion.

Demand for IT services is driven by rapid technological advances, but spending depends on the health of the economy. The profitability of companies depends on technical expertise, innovative services, and effective marketing. Large companies have advantages in broad service offerings and global reach, which give them the ability to provide outsourcing services to big corporate customers. Small companies can compete effectively by specializing in market niches or by partnering with larger companies that want to broaden their mix of services.

Information technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has played a significant role in transforming India's image from a slow-moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge-based economy. Information Technology has made possible information access at gigabit speeds. It has made tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far-flung topographies. Internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc.

Today, whether its filing Income Tax returns or applying for passports online or railway e-ticketing, it just need few clicks of the mouse. India's IT potential is on a steady march towards global competitiveness, improving defence capabilities and

meeting up energy and environmental challenges amongst others. IT-ITs sector in India, with the main focus on increasing technology adoption, and developing new delivery platforms, has aggregated revenues of USD 88.1 billion in FY2011, while generating direct employment for over 2.5 million people. Out of 88.1 billion, export revenues have reached USD 59.4 billion in FY2011 while domestic revenues of about USD 28.8 billion.

After the economic reforms of 1991-92, major fiscal incentives provided by the Government of India and the State Governments, like, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange, setting up of Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ), has enabled India to flourish and acquire a dominant position in world's IT scenario.

In order to alleviate and to promote Indian IT industry, the Government of India had set up a National Task Force on IT and Software Development to examine the feasibility of strengthening the industry. Venture capital has been the main source of finance for software industry around the world. In line with the international practices, norms for the operations of venture capital funds have also been liberalized to boost the industry. The Government of India is also actively providing fiscal incentives and liberalizing norms for FDI and raising capital abroad.

While the underlying theme of 2010 was that of steady recovery from recession, thanks to the accelerated recovery in emerging markets, worldwide spending in IT products and services increased significantly in 2011. In 2011, India's growth has reflected new demand for IT goods and services, with a major surge in the use of private and public cloud and mobile computing on a variety of devices and through a range of new software applications. High inflow of FDI in the IT sector is expected to continue in coming years.

The inflow of huge volumes of FDI in the IT industry of India has not only boosted the industry but the entire Indian economy in recent years. Foreign direct investment (FDI) inflow rose by more than 100 per cent to US\$ 4.66 billion in May 2011, up from

US\$ 2.21 billion a year ago, according to the latest data released by the Department of Industrial Policy and Promotion (DIPP). This is the highest monthly inflow in 39 months. Foreign technology induction is also encouraged both through FDI and through foreign technology collaboration agreements. India welcomes investors in Information Technology sector. Greater transparency in policies and procedures has made India an investor friendly platform.

A foreign company can hold equity in Indian company's up to 100%. To support Research & development in the country and promoting Start-ups focussed on technology and innovation, a weighted deduction of 150% of expenditure incurred on inhouse R&D is introduced under the Income Tax Ac. In addition to the existing scheme for funding various R&D projects have been funded through new scheme like Support International Patent Protection in Electronics & IT, Multiplier Grants Scheme. The government has initiated the setting up of an Open Technology Centre through NIC aimed at giving effective direction to the country on Open Technology in the areas of Open-Source Solutions, Open Standard, Open Processes, Open Hardware specifications and Open Course-ware. This initiative will act as a National Knowledge facility providing synergy to the overall components of Open Technology globally.

Regulations After the economic reforms of 1991-92, liberalization of external trade, elimination of duties on imports of information technology products, relaxation of controls on both inward and outward investments and foreign exchange and the fiscal measures taken by the Government of India and the individual State Governments specifically for IT and ITES have been major contributory factors for the sector to flourish in India and for the country to be able to acquire a dominant position in offshore services in the world. The major fiscal incentives provided by the Government of India have been for the Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ). Challenges Cyber security and quality management are few key areas of concern in today's information age. To overcome such concerns in today's global IT scenario, an increasing number of ITBPO companies in India have gradually started to emphasize on quality to adopt global standards such as ISO 9001 (for Quality Management) and ISO 27000 (for Information Security). Today, centres based in

India account for the largest number of quality certifications achieved by any single country. India aims to transform India into a truly developed and empowered society by 2020.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going. India is now one of the biggest IT capitals in the modern world and has presence of all the major players in the world IT sector. HCL, Wipro, Infosys and TCS are few of the household names of IT companies in India.

The near future of Indian IT industry sees a significant rise in share of technology spend as more and more service providers both Indian and global target new segments and provide low cost, flexible solutions to customers. By 2015, IT sector is expected to generate revenues of USD 130 billion (NASSCOM) which will create a transformational impact on the overall economy. IT spending is expected to significantly increase in verticals like automotive and healthcare while the government, with its focus on e-governance, will continue to be a major spender.

However, to achieve this growth, the sector has to continue to re-invent itself and strive for that extra mile, through new business models, global delivery, partnerships and transformation. A collaborative effort from all stakeholders will be needed to ensure future growth of India's IT-ITeS sector. We will need to rise up to the new challenges and put in dedicated efforts toward providing more and more of end-to-end solutions to the clients to keep the momentum going.

1.3 COMPANY PROFILE

HCL Technologies Limited was originally incorporated on 12th November, as HCL Overseas Limited. The certificate of commencement of business was received on 10th February, 1992. On July 14, 1994, the name of the Company was changed to HCL Consulting Limited. The Company changed its name to HCL Technologies Limited on 6th October 1999 to better reflect the line of activities of the Company. HCL Technologies is a next-generation global technology company that helps enterprises reimagine their businesses for the digital age. Our technology products and services are built on four decades of innovation, with a world-renowned management philosophy, a strong culture of invention and risk-taking, and a relentless focus on customer relationships. HCL also takes pride in its many diversity, social responsibility, sustainability, and education initiatives. Through its worldwide network of R&D facilities and co-innovation labs, global delivery capabilities, and over 153,000+ across 50 countries, HCL delivers holistic services across industry verticals to leading enterprises, including 250 of the Fortune 500 and 650 of the Global 2000.



Figure 1.3.1: HCL Technologies

Enterprises across industries stand at an inflection point today. In order to thrive in the digital age, technologies such as analytics, cloud, IoT, and automation occupy

centre stage. In order to offer enterprises, the maximum benefit of these technologies to further their business objectives, HCL offers an integrated portfolio of products and services through three business units. These are IT and Business Services (ITBS), Engineering and R&D Services (ERS), and Products and Platforms (P&P). ITBS enables global enterprises to transform their businesses via Digital Foundation, our modernized infrastructure stack built around hybrid cloud, software-defined networks, the digital workplace, and other elements; Digital Business, a combination of our application services and consulting capabilities; and Digital Operations, a three-pronged setup for modernized and efficient operations at enterprise level.

- ❖ In 1976, a group of six engineers, all former employees of Delhi Cloth & General Mills, led by Shiv Nadar, started a company that would make personal computers. Initially floated as Micro comp Limited, Nadar and his team started selling tele-digital calculators to gather capital for the main product.
- ❖ On 11 August 1976, the company was renamed Hindustan Computers Limited (HCL).
- ❖ On 12 November 1991, a company called HCL Overseas Limited was incorporated as a provider of technology development services. It received the certificate of commencement of business on 10 February 1992 after which it began its operations.
- ❖ In July 1994, the company name was changed to HCL Consulting Limited and eventually to HCL Technologies Limited in October 1999.
- ❖ HCL Technologies is one of the four companies under HCL Corporation, the second company being HCL Infosystems. In February 2014 HCL launched HCL Healthcare. HCL Talent Care is the fourth and latest venture of HCL Corporation.
- ❖ HCL Technologies began as the R&D Division of HCL Enterprise, a company which was a contributor to the development and growth of the IT and computer industry in India. HCL Enterprise developed an indigenous microcomputer in 1978, and a networking OS and client-server architecture in 1983. On 12 November 1991, HCL Technologies was spun off as a separate unit to provide software services.

VISION STATEMENT

Our Vision is to be a global leader in providing the highest level of IT solutions and services. We strive to exceed our clients' expectations and create a workplace in which all employees thrive in a collaborative environment that celebrates excellence.

MISSION STATEMENT

- ❖ Conduct our business according to the highest standards of honesty and integrity.
- ❖ Provide a level of service and support that allows our customers to confidently view us as their preferred solutions provider
- ❖ Create a work environment that recognizes the expertise, contributions, and teamwork of our valued employees
- ❖ To provide innovative, professional and personalized services to clients, associates and employees.
- ❖ We shall be sensitive to the needs of individuals forming a subject of our intervention.
- ❖ We will be the employer of choice and the partner of choice by focusing on our stated values of Employees First, Trust, Transparency, Flexibility and Value Centricity

HCL Technologies Values

There are three core values which were crucial in getting us where we are today. Employee first. In an industry that has long lived by the mantra that focus on the customer is the only thing that brings results, we wish to differ from value centricity, trust, transparency and flexibility.

1.4 NEED OF THE STUDY

High performance work system (HPWS) is a specific combination of HR practices, work structures and processes that enhances employee skill, knowledge, commitment, involvement and adaptability. The key concept in HPWS is the system. HPWS is composed of many interrelated sub-systems that complement one another to attain the goals of an organization, big or small. Though it may be difficult to list the 'best practices' in HPWS, there are a few important components of HPWS. They are work design, HR practices, leadership roles and information technology.

All the features of HPWS are important individually. But as a system to be effective all these features must be integrated. A careful planning is essential to ensure that all the features fit together and linked with the overall strategic goals of the organization. Internal and external linkages should fit HPWS together.

A HPWS is all about determining what jobs a company needs to be done, designing the jobs, identifying and attracting the type of employee needed to fill the job, and then evaluating employees' performance and compensating them appropriately so that they stay with the company.

Generally, companies try to blend the important competitive challenges (adapting to global business, assimilating technology, managing change, responding to customer needs, mobilizing and developing intellectual capital and reducing costs) and the employee concerns (managing a diverse workforce, recognizing employee rights, accepting new work attitudes and balancing work and family demands) to attain competitive advantage.

But, nowadays, the successful companies go beyond simply balancing these requirements; they create work situations that combine these demands to get the best out of the employees to meet the short-term and long-term needs of the companies

1.5 SCOPE AND SIGNIFICANCE OF THE STUDY

On doing research about the high-performance work system, it can be summed up that HR practices/HPWS enhances organizational performance. Further, earlier research on outcomes of HPWS has focused on managerial perspective and organizational-related outcomes like organizational performance. But it has been claimed in earlier research that HPWS affect employee related outcomes more than organizational-related outcomes.

So, working on these lines, the present study proposes to evaluate the effect of perceived HPWS on EP. There is lack of studies that have focused on the role of self-efficacy and learning orientation between HPWS and EP relationship. So, in the present study, we have focused on HPWS based on the AMO model and EP relationship. Further, the moderating role of self-efficacy between perceived HPWS and learning orientation will be evaluated, and the mediating role of learning orientation between HPWS and EP will also be explored. The integrated model will trace the impact of the interaction of HPWS and self-efficacy on EP in the presence of learning orientation for high and low groups of moderating variables.

As contextual High-performance work systems (HPWS) might have some impacts on employee behavior. HPWS are composed of couples of HR practices that perform as systems and act upon each other. The common practices in HPWS include staffing, training, developmental performance appraisal, motivational remuneration, and flexible job assignments. Prior research suggests that HPWS have a profound impact on employee behaviors.

However, research reveals that the intended HPWS are different from employee perceived HPWS. Keeping this as evidence, the current study intended to consider employee perceived HPWS. Although prior research emphasized the effect of HPWS on job performance and extra-role behavior, as behavioral outcomes, research suggests that employees may demonstrate proactive behaviors while they are performing the assigned tasks and displaying discretionary behavior.

1.6 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- ❖ To identify the elements of HPWS that is used in the company to motivate the employees.

SECONDARY OBJECTIVE:

- ❖ To understand the practices of high-performance systems.
- ❖ To Study the principles of high-performance work systems.
- ❖ To Analyze the factors influencing on high-performance work systems.



Figure 1.6.1: Employee Performance

1.7 LIMITATIONS OF THE STUDY

The research about HPWS has confirmed that companies that attempt to piece-meal the application of these concepts are far less successful than companies that develop an integrated way to build high commitment, high trust, and high performance. Today's organization must be capable of achieving both alignment and adaptability, although simultaneous achievement of these two qualities may seem inherently counterintuitive.

Organizations that succeed in the modern economy ask employees to stretch to achieve challenging goals, demonstrate the discipline to meet performance demands, show a willingness to support and assist team members in accomplishing assignments, and earn the trust of others by demonstrating their commitment to the long-term welfare of the organization and its members.

Ultimately, the commitment of the top management team and leadership at the top are responsible for creating an aligned and committed corporate culture that is essential to creating an effective HPWS organization. A growing body of evidence suggests that organizational leaders who adopt aligned HPWS systems are rewarded by employees who are more committed to their organizations and more willing to engage in the extra-role behaviours that are key to organization profitability and competitive advantage. Those who lead great organizations must understand the complexities that are critical to success in the modern organization, be committed to values that resonate with employees, and embody those values in their own lives.

The good news for small and medium-sized organizations is that, when implemented with a focus on a culture-wide integration of values, HPWS systems can benefit those organizations as well as large and more complex companies. Companies and their leaders who fail to incorporate aligned HPWS features are likely to find themselves in a competitive position that rapidly deteriorates in the modern fast-moving economy, ultimately putting those companies out of business as they fail to keep up with an ever-changing world.

REVIEW
OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

A literature review is a survey of scholarly sources on a specific topic. It provides an overview of current knowledge, allowing you to identify relevant theories, methods, and gaps in the existing research. Writing a literature review involves finding relevant publications (such as books and journal articles), critically analysing them, and explaining what you found. It is one of the most important steps in the research process. The main purpose of literature review is to convey to the readers about the work already done and the knowledge and ideas that have been already established on a particular topic of research. Literature review is a laborious task, but it is essential in the research process to be successful.

- ❖ ***Becker, B. E., Huslig M. A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications.***

Research in personnel and human resource management. This particular study examines the ability of technical HRM versus strategic HRM in predicting organizational performance in the health care industry. He distributed a postal survey to the HR managers of all the hospitals in Taiwan, with a response rate of 56%. From the result, he found that technical HRM is more important in explaining perceived organizational performance, and strategic HRM is better at predicting human capital accumulation. Technical HRM does not moderate the relationship between strategic HRM and perceived organizational performance, but it does moderate HR strategy and human capital accumulation.

- ❖ ***Berg. P The effects of high-performance work practices on job satisfaction in the United State steel industry. Relations industries/Industrial relations.***

This data is to examine how different practices associated with high performance work systems in the steel industry affect the job satisfaction of workers. The analysis in this paper is based on data from a sample of 1355 hourly workers in the US. The results show that those who are able to use their skills and

knowledge on the job, those who report positive employee-management relations and those who believe the company helps them balance work and family responsibilities have relatively high probabilities of being very satisfied with their jobs.

- ❖ **Evans W. R. & Davis W. D. (2005). *High-performance work systems and organizational performance. The mediating role of internal social structure. Journal of Management:***

He determined that worker perceptions related to safety climate, interactional justice and task and team safety proficiency behaviours act as mediators between a system of safety management practices and reductions in recordable injuries and to a lesser extent lost time injury. It appears that in those instances where workers view or believe that their management has placed a strong priority on safety that they are being treated with dignity and respect through the system of safety management practices, that they are carrying out their own work safely, and that they are cooperating with others to work safely as a group, the system of safety management practices is more effective in producing measurable performance results.

- ❖ **Sun, L.Y., Arlee, S., Law, K.S. (2007). *High-Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance: A Relational Perspective. Academy of Management Journal.***

This study is based on taking a relational perspective on the employment relationship, we examined processes linking high-performance human resource practices and productivity and turnover, two indicators of organizational performance. Multilevel analysis of data from hotels in the People's Republic of China revealed that service-oriented organizational citizenship behaviour partially mediated the relationships between high-performance human resource practices and both performance indicators. Unemployment rate moderated the service-oriented turnover relationship, and business strategy moderated the service-oriented productivity relationship.

❖ ***High Performance Work Systems: Building Commitment to Increase Profitability by Cam Caldwell Ph d and Larry Floyd.***

The focus of this article is to explain the key elements of HPWS and to identify why creating partnerships with employees makes economic sense for employers in today's knowledge wisdom and Information based economy. Understanding the findings of recent research about this high trust and high empowerment management philosophy may enable business practitioners to avoid the mistakes that conventional wisdom can lead to and that have been increasingly acknowledged as the cause of much organizational dysfunction and decline.

❖ ***Temkin P (2004). High Performance Work Practices. HR Network Paper MP36, Institute for Employment Studies.***

A new organisational paradigm demands ethical commitment as well as committed agents towards society, visible practices which are exemplary in the citizenship domain. Within this domain, a culture of social and human solidarity is highlighted, so as to demonstrate to the economic agents that immaterial capital in society functions as the main artery of economy, even if those that are more inclined towards materialistic mindsets, do not understand this natural order within society. so, the main objective of this paper is to reflect upon the high-performance work organisations framework, which is influenced by Learning Organisations as well as the development human and intellectual capitals in order to structure organisational competitive advantage. His aim is to bring some light to this framework and demonstrate the importance of its implementation in a society dominated by the information revolution.

❖ ***Way, S.A. (2002). High Performance Work Systems and intermediate indicators of firm performance within the US Small business sector. Journal of Management***

In this study he presents the conceptual and empirical evidence that indicates that within the US small business sector high performance work systems (HPWS) are associated with outcomes that are key to the success of small US firms. He also present empirical evidence that indicates that within this sector of

the US economy HPWS do not necessarily produce outcomes that exceed the labour costs associated with the use of these system.

❖ ***High-performance work systems and job engagement: The mediating role of psychological empowerment Arifin, Md. Shamsul.***

This study aimed to investigate the mediating role of psychological empowerment in the relationship between high performance work systems and job engagement. They collected data from 287 employees in a large manufacturing organization was analysed using structural equation modelling and hierarchical regression analysis. The results showed that perceived high performance work systems and psychological empowerment positively influenced job engagement. The results of the study also revealed that psychological empowerment mediated the influence of high-performance work systems on job engagement. The results further suggest that organizational human resources systems impact job engagement through psychological empowerment. The theoretical contribution and managerial implications have been thoroughly discussed in this paper.

❖ ***High performance work practices by Penny Tamzin published by the institute for Employment studies 2001.***

This study is based on the high-performance work system practices that focuses on the question of whether the way people are managed and treated at work contributes to the overall performance of the enterprise has been much debated. The focus of this debate has tended to be on formal processes and procedures within organizations. These high-performance working practices have been the subject of a wide range of studies designed to test their impact. Discussions of impact suggest that HPWP's act to improve the self confidence and flexibility of the workforce and contribute to improved motivation, morale and commitment which in turn are related to enhanced individual performance.

- ❖ ***High performance work system in India: Examining the Role of Employee Engagement. An article published by Taylor and Francis Group in Journal of Asia.***

This particular study research aims at examining the relevance of high-performance work system in Indian context. Further, influenced by the concept of “black box,” the mediating role of employee engagement has also been tested. Agreeing with the universalistic perspective, the study result proves the relevance of high-performance work system to India. Consistent with ability-motivation-opportunity theory, the result also proved that high-performance work system aligned with employee engagement can significantly improve organizational performance. The finding suggests the Indian corporate practitioners to adopt high-performance work system by suitably aligning with employee engagement to improve organizational performance.

- ❖ ***High-performance work systems and organizational performance across societal cultures: Ali, Nick Bacon, Renin***

This paper assesses whether societal culture moderates the relationship between human resource management (HRM) practices and organizational performance. Their findings show a positive relationship between HRM practices combined in High-Performance Work Systems (HPWS) and organizational performance across societal cultures. This analysis shows opportunity-enhancing practices are less effective in high-power-distance cultures. Nevertheless, in different countries they find combinations of complementary HPWS and bundles of practices appear to outweigh the influence of societal culture and enhance organizational performance.

- ❖ ***High performance work systems and corporate performance: the influence of entrepreneurial orientation and organizational learning: Guoliang chon***

This study investigates the functioning mechanisms of how high-performance work systems (HPWS) affect organizational performance. He proposed that (HPWS) can positively affect organizational performance through the mediating role of entrepreneurial orientation. An organization with high performance work

systems can perform better if it enjoys high level of organizational learning. Therefore, the results of the empirical data indicate that the relationship between high performance work systems and corporate performance is more positive when organizational learning is stronger.

❖ ***High-performance work system and employee creativity: The roles of perceived organisational support and devolved management Gudiya tang, Fang Lee Cooke***

The study of this paper is to examine the underlying mechanism through which high-performance work system (HPWS) influences employee creativity. In addition, this paper aims to examine contingent factors in the relationship between perceived organisational support and employee creativity. The study shows that HPWS enhances perceived organisational support, which in turn promotes employee creativity. Moreover, the results also indicate that devolved management positively moderates the relationship between perceived organisational support and employee creativity.

❖ ***The link between perceived high-performance work practices, employee attitudes and service quality: The mediating and moderating role of trust Panagiotis V. kloutsinitis, dimitrios M. Mikhail***

The study research paper focuses on the Greek banking sector and examine the indirect effects of high-performance work systems (HPWS) on service quality. Specifically, this study examines the effects of employees' perceptions of HPWS on their trust toward their managers, as well as on service quality, through the mediating role of employee outcomes. In addition, trust is also tested for its role as a potential mediator and moderator in the relationship between HPWS and employee outcomes.

❖ ***High-performance work systems and organizational identification: The mediating role of organizational justice and the moderating role of supervisor support fang lieu, Irene haul Siu chow, man hyang***

The purpose of this paper is to theorize a moderated mediation model that links perceived high-performance work systems to organizational identification. This study considers the mediating and moderating mechanisms that link, highlights

differences between firm-level management-HPWS and individual-level employee-HPWS, and examines the antecedents of employee.

❖ ***The Effects of High-Performance Work Systems and Leader-Member Exchange Quality on Employee Engagement: Evidence from a Brazilian Non-Profit Organization***

This research paper tells us the field of SHRM is mainly concerned with the development of HRM systems that create value to the organization and its internal customers. In this paper, they evaluate the effects of high-performance work systems (HPWS) and leader-member exchange quality on employee engagement, and also the relationship between employee engagement and turnover intention. The research involved 189 employees of a non-profit Brazilian organization. Results from hierarchical multiple regression analyses showed that HPWS quality have a positive and significant effect on employee engagement. It was also shown that engagement has a negative and significant effect on employee's turnover intention. Implications of these findings are discussed.

❖ ***The impact of high-performance work systems on firm performance: The moderating effects of the human resource function's influence Dae yong Jeong and Myungweon Choi***

This study research paper showed the existence of both the main effect of HPWSs, supporting the universalistic perspective, and the moderating effect of the HR function's influence, supporting the contingency perspective. Based on the findings, they have concluded that HPWSs can be regarded as universal or best practices; at the same time, the presence of an influential HR function may intensify the effect of HPWSs on firm performance. This study contributes to the debate over the respective merits of the universalistic and contingency perspectives by showing that the two perspectives are not necessarily incompatible; rather, they can be complementary.

❖ ***The effects of high-performance work systems in employees' service-oriented OCB Panagiotis v. kloustniotis and M. Mihail***

This study research investigates the effects of High-Performance Work Systems on employees work engagement and service-oriented OCB, through the

development of a social and justice climate. In summary, the study reveals first the valuable contribution of HPWS towards the development of a justice and service climate which in turn influence positively employees work engagement. As a consequence, employees respond by exhibiting extra role behaviours and by engaging in service-oriented OCB. The findings clarify the mechanism behind the HPWS process, known as the “black-box”, a valuable knowledge for professionals practicing Human Resource Management.

❖ ***High Performance Work Systems Building Commitment to Increase Profitability: Gephart, Appelbaum, Boxall.***

The focus of this article is to explain the key elements of HPWS and to identify why creating partnerships with employees makes economic sense for employers in today's knowledge, wisdom, and information-based economy. Understanding the findings of recent research about this high trust and high empowerment management philosophy may enable business practitioners to avoid the mistakes that conventional wisdom can lead to and that have been increasingly acknowledged as the cause of much organizational dysfunction and decline. The following is a summary of seven human resource practices for producing higher profits through engaging employees as full owners and partners in an organization's success.

❖ ***The effect of high-performance work system strength on organizational effectiveness: Opportunities for international joint ventures by foreign firms Peter john dowling and timothy bartram***

This research paper tells us the implications of high-performance work system (HPWS) strength from a managerial perspective and the impact of economic, cultural, political, legal and technological factors on the operationalization of HPWSs in the banking industry. This research used a case study approach for data collection with archival analysis of records and semi-structured interviews with the CEO, head of HR, two board members and three focus groups in each bank which altogether covers 66 key informants. The findings supported the

research proposition that to gain positive outcomes on organizational effectiveness, there should be a strong HPWS, resulting in a positive attitudinal climate among employees. Further, the findings provide evidence of the global applicability of HPWSs, although more research is needed to clearly specify the contextual boundaries of HPWS effectiveness. Few studies have been conducted on high performance work system strength and organizational effectiveness in emerging economies.

❖ ***THE IMPACT OF HIGH-PERFORMANCE WORK SYSTEMS ON EMPLOYEES: A SECTORAL COMPARISON Michael white; Bryson, Alex***

In this study they have found the adoption of High-Performance Work Systems (HPWS) in the private sector is largely positively correlated with employee job attitudes pre-recession. However, high intensity HPWS has partly adverse consequences for private sector employees in the post-recession period. In contrast, there are no indications of public sector employees responding positively or negatively to HPWS and HPWS is not associated with adverse effects post-recession. The sectoral difference in results is interpreted in terms of different employment relationships and different sources of employee motivation.

❖ ***High Performance Work Systems (HPWS) and Firm Performance Joe Braden, Alex.***

There has been growing scholarly interest in the relationship between high performance work systems (HPWS) and firm performance. Yet, limited research attention has been given to the impact of HPWS on firm performance during skills shortages. In this study, we empirically examine the influence of HPWS on firm performance in the midst of skills shortages. Results from a study of 211 U.S. firms with 50 or more employees demonstrate that internal skills shortages are not related to firm profitability. Findings further show that the use of HPWS is more detrimental for firms when they face an internal skills shortage

❖ ***Perceived High-performance Work System and Employee Performance:
Role of Self-efficacy and Learning Orientation Jeeven Jyoti and Manisha
Dev***

This study focuses on exploring the role of self-efficacy between high-performance work system (HPWS) and learning orientation. Further, the role of learning orientation between HPWS and employee performance (EP) has also been evaluated. Additionally, the impact of HPWS on employee when moderated by self-efficacy and mediated by learning orientation has been studied. Structural equation modelling has been used for hypotheses testing. The results indicate that self-efficacy moderates the relationship between the HPWS and learning orientation. In addition, learning orientation mediates the relationship between the HPWS and EP relationship. The results further reveal that the learning orientation mediates the interaction effect of HPWS and self-efficacy on EP.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. It refers to the practical how of any given piece of research. More specifically, it's about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives.

3.1 RESEARCH DESIGN

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success.

Descriptive research design: In a descriptive research design also known as statistical research design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analysing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research.

3.2 SAMPLING TECHNIQUE

Simple random sampling: One of the best probability sampling techniques that helps in saving time and resources, is the Simple Random Sampling method. It is a reliable method of obtaining information where every single member of a population is chosen randomly, merely by chance. Each individual has the same probability of being chosen to be a part of a sample.

3.3 SOURCES OF DATA

The source of data may be classified into

- ❖ Primary source
- ❖ Secondary source

3.3.1 Primary Sources

Primary sources are original sources from which the researcher directly collects data that have not been previously collected. Primary data are first-hand information collected through company employee and employer through questionnaire. In this study the primary source of data is collected through questionnaire.

3.3.2 Secondary Source

Data collected are edited and coded by using the tabular columns. This helps in converting the gathered data into a tabulated grouped data.

- Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.
- Chart Analysis is applied for better understanding of the percentage analysis and it is done via pie charts.

3.4 STRUCTURE OF QUESTIONNAIRE

QUANTITATIVE DATA ANALYSIS

Structured questionnaires It includes pre-coded questions with well-defined skipping patterns to follow the sequence of questions. Most of the quantitative data collection operations use structured questionnaires. Fewer discrepancies, easy to administer consistency in answers and easy for the data management are advantages of such structured questionnaires.

3.5 SAMPLE SIZE

The Sample Size of the study is 133 respondents and it is found by google forms. The respondents are the employees who work in the HCL technologies Organization.

3.6 PERIOD OF STUDY

The Period of the time taken to conduct the survey and prepare the research study is 3 months.

3.7 ANALYTICAL TOOLS USED

- ✓ Descriptive Analysis
- ✓ Chi-square Analysis
- ✓ One way ANOVA Test

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 DESCRIPTIVE ANALYSIS

Table 4.1.1: Table Showing the Age of Respondents

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
18-25 YEARS	75	56.4%
26- 35 YEARS	40	30.1%
36-45 YEARS	17	12.8%
45-50 YEARS	1	0.8%
TOTAL	133	100

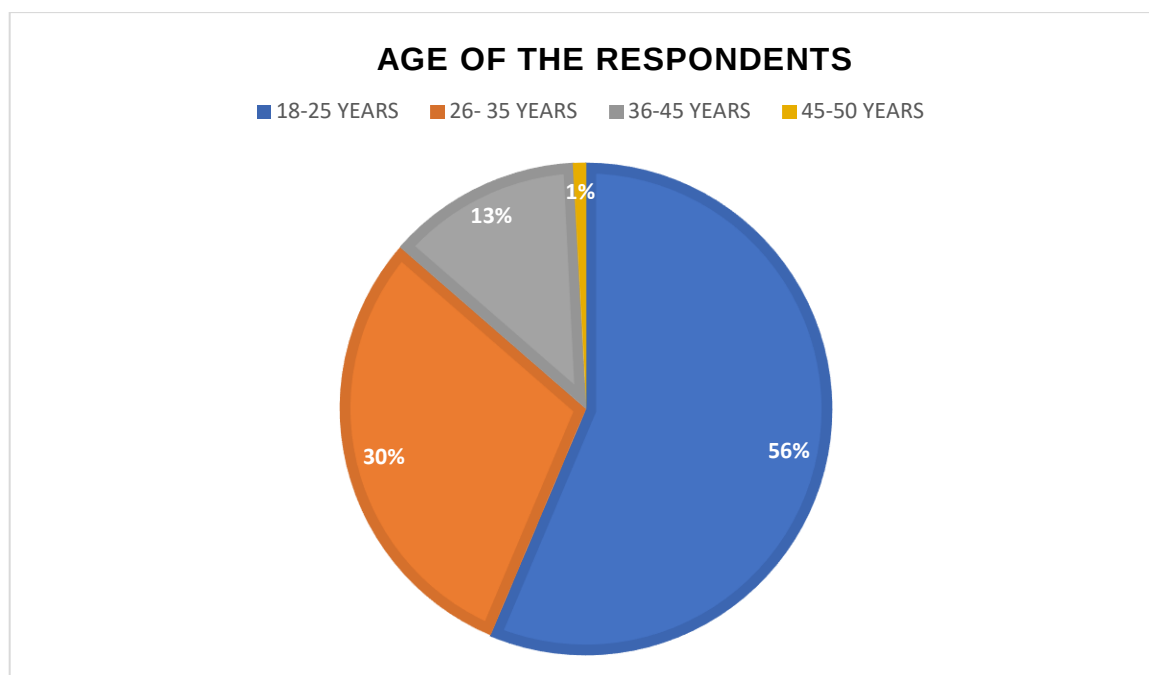


Chart 4.1.1: Chart Showing the Age of the Respondents

INTERPRETATION

From the above table it is interpreted that 56.4% respondents are 18 to 25 years, 30.1% respondents are 26 to 35 years, 12.8% respondents are 36-45 years, 0.8% respondents are from 45-50 years.

INFERENCE

Majority (56.4%) of the respondents from 18-25 years.

Table 4.1.2: Table Showing the Gender

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
FEMALE	99	74.4%
MALE	34	25.6%
TOTAL	133	100

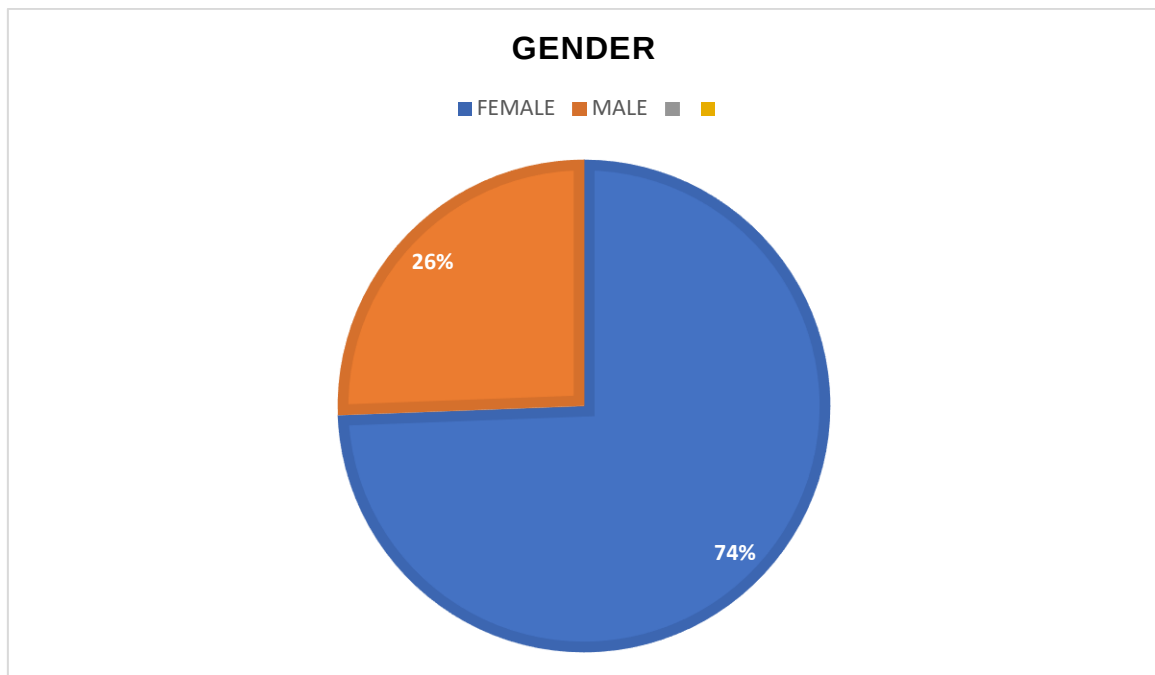


Chart 4.1.2: Chart Showing the Gender

INTERPRETATION

From the above table it is interpreted that 74% of the respondents are female and 26% of the respondents are male.

INFERENCE

Majority (74%) of the respondents are from female.

Table 4.1.3: Table Showing the Qualification of the Respondents

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
DIPLOMA	6	4.5%
GRADUATE	37	27.8%
HSC	7	5.3%
POST GRADUATE	81	60.9%
SSLC	2	1.5%
TOTAL	133	100

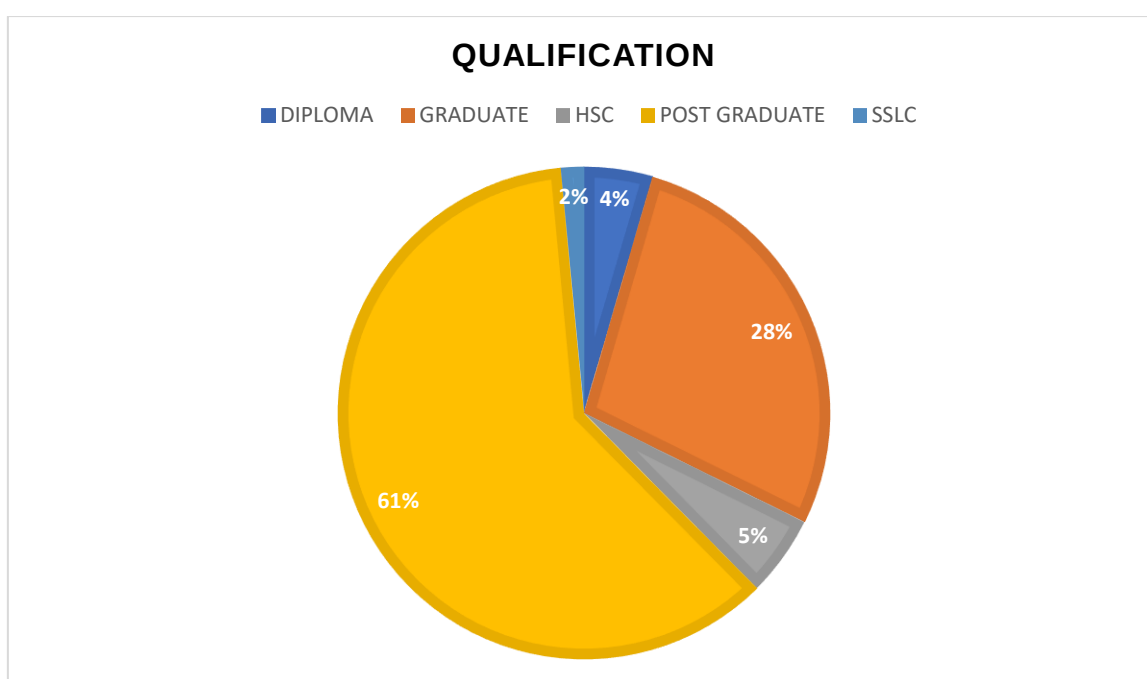


Chart 4.1.3: Chart Showing the Qualification

INTERPRETATION

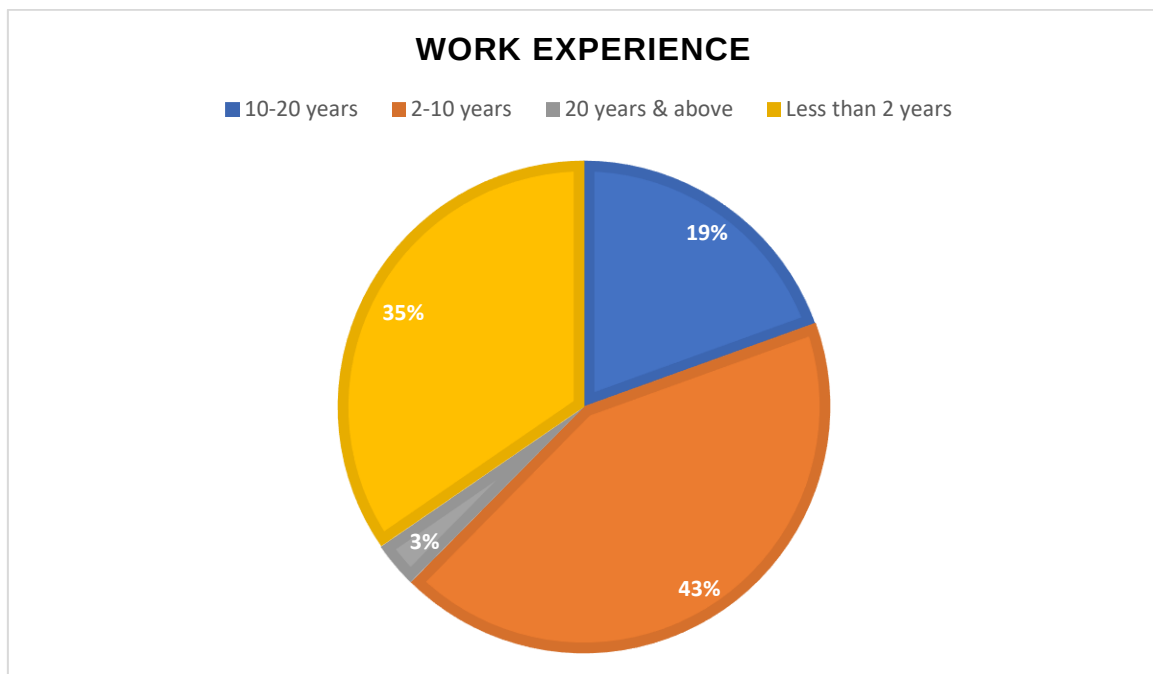
From the above table it is interpreted that 4.5% of the respondents are from diploma, 27.8% of the respondents are from Graduate, 5.3% of the respondents are from HSC, 60.9% of the respondents are from post graduate, 1.5% of the respondents are from SSLC.

INFERENCE

Majority (60.9%) of the respondents are from post graduate.

4.1.4: Table Showing the Work Experience

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
10-20 years	26	19.5%
2-10 years	57	42.9%
20 years & above	4	3.0%
Less than 2 years	46	34.6%
Total	133	100



4.1.4: Chart Showing the Work Experience

INTERPRETATION

From the above table it is interpreted that 19.5% respondents are from 10-20 years, 42.9% respondents are from 2-10 years, 3.0% respondents are from 20 years and above, 34.6% respondents are from less than 2 years.

INFERENCE

Majority (42.9%) of the respondents are from 2-10 years.

Table 4.1.5: Table Showing the Marital Status

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Married	59	44.4%
Unmarried	74	55.6%
Total	133	100

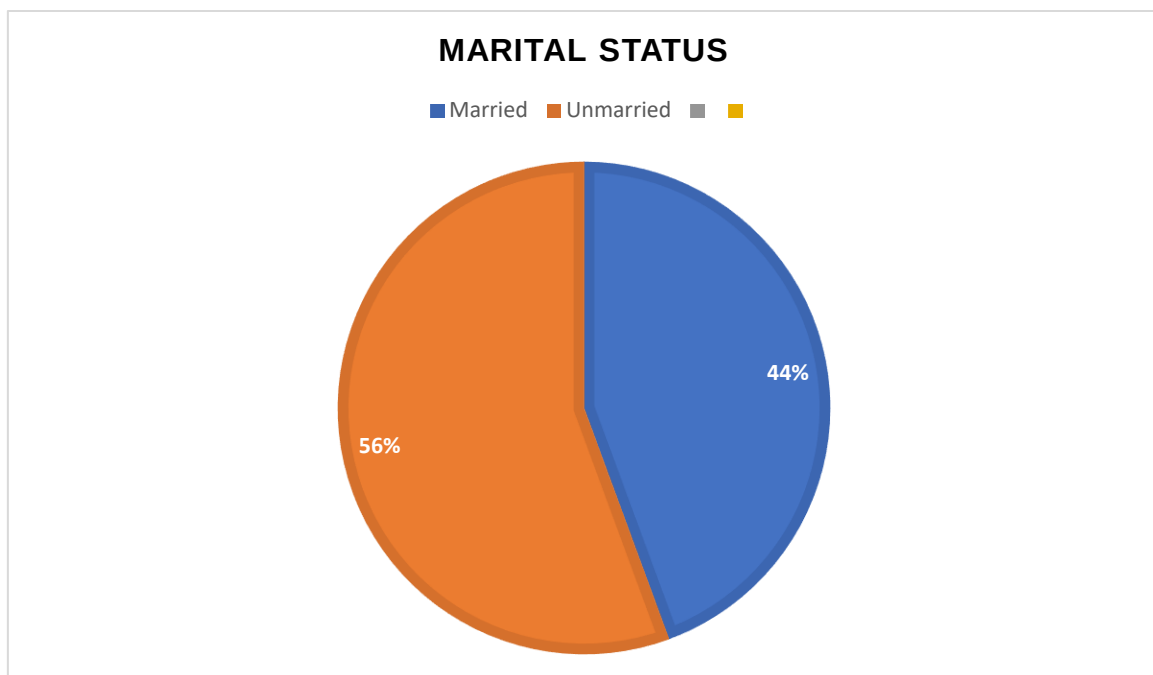


Chart 4.1.5: Chart Showing the Marital Status

INTERPRETATION

From the above table it is interpreted that 44.4% respondents are Married and 55.6% respondents are Unmarried.

INFERENCE

Majority (55.6%) of them are from the Married respondents.

Table 4.1.6: Table showing Income of the Respondents

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
10-20K	32	24.1%
20-30K	57	43%
30-40K	33	24.9%
40K & above	11	8%
Total	133	100

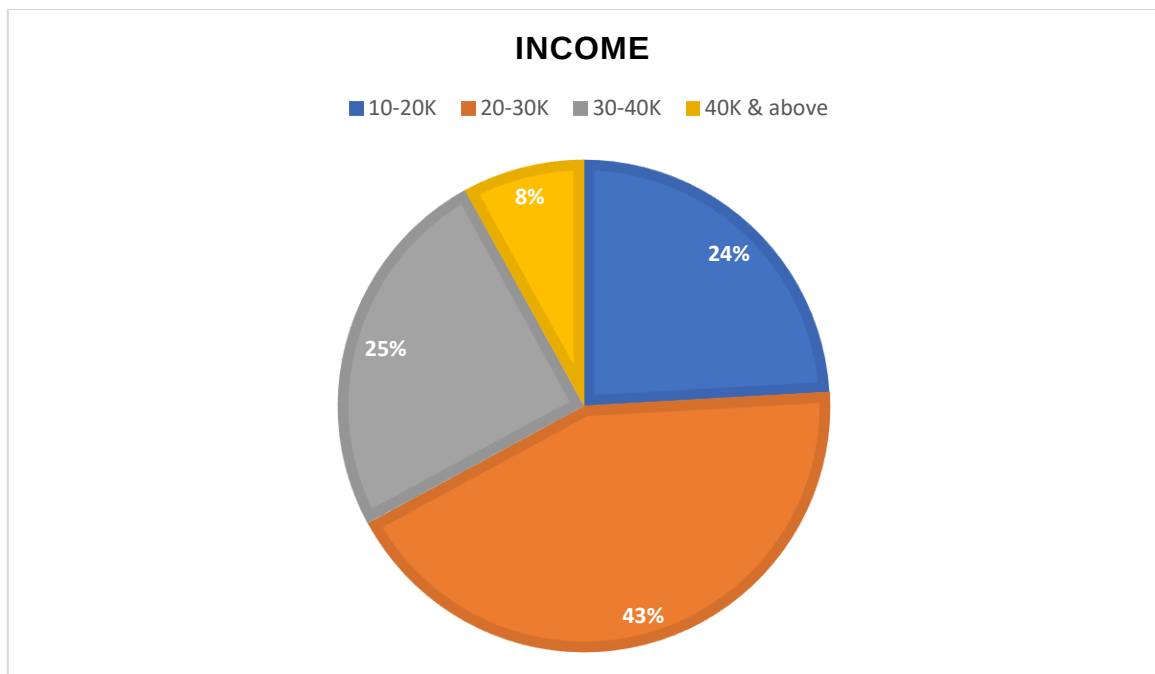


Chart 4.1.6: Chart Showing the Income

INTERPRETATION

From the above table it is interpreted that 24.1% of the respondents are from 10-20k, 43% of the respondents are from 20-30k, 24.9% of the respondents are from 30-40k, 8% of the respondents are from 40k and above.

INFERENCE

Majority (43%) of the respondents are from 20-30k.

Table 4.1.7: Table Showing the Department of the Respondents

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Finance	49	36.8%
HR	32	24.1%
Operations	15	11.3%
Sales and Marketing	37	27.8%
Total	133	100.0

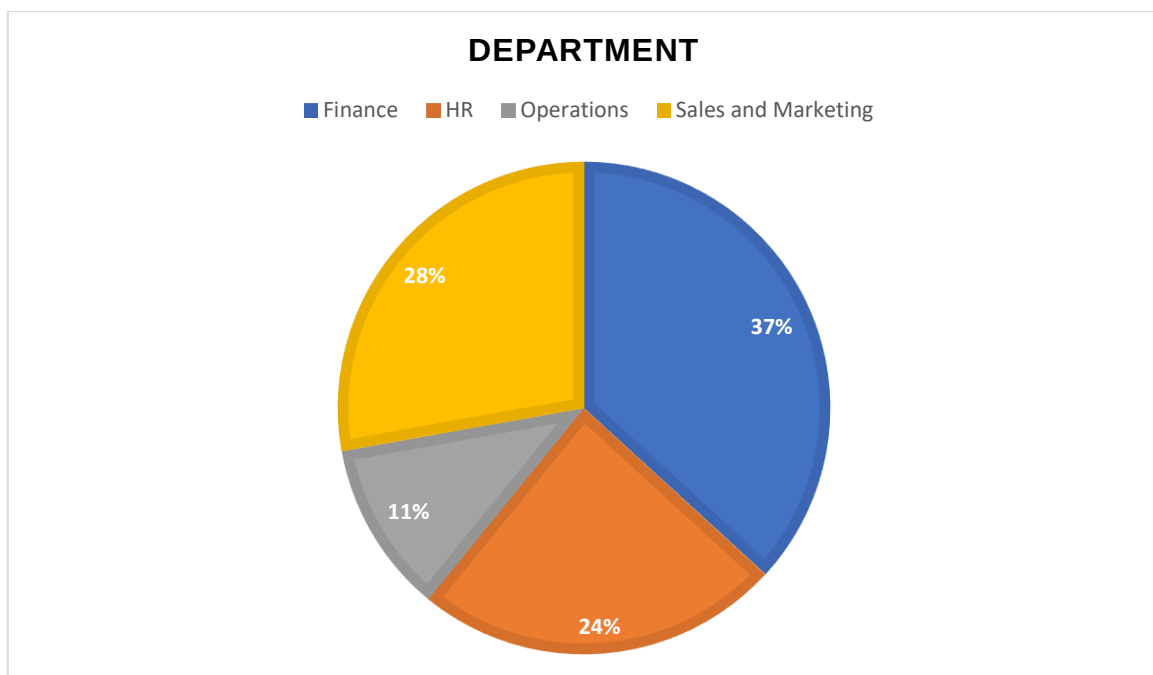


Chart 4.2.7: Chart showing the Department

INTERPRETATION

From the above table it is interpreted that 36.8% of the respondents are from finance, 24.1% of the respondents are from HR, 11.3% of the respondents are from Operations, 27.8% of the respondents are from sales and marketing.

INFERENCE

Majority (36.8%) of the respondents are from finance.

Table 4.1.8: Table showing the Designation of the Respondents

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Assistant finance Executive	45	33.8%
HR manager	37	27.8%
Sales and Marketing associate	32	24.1%
Sales Operative Manager	19	14.3%
Total	133	100.0

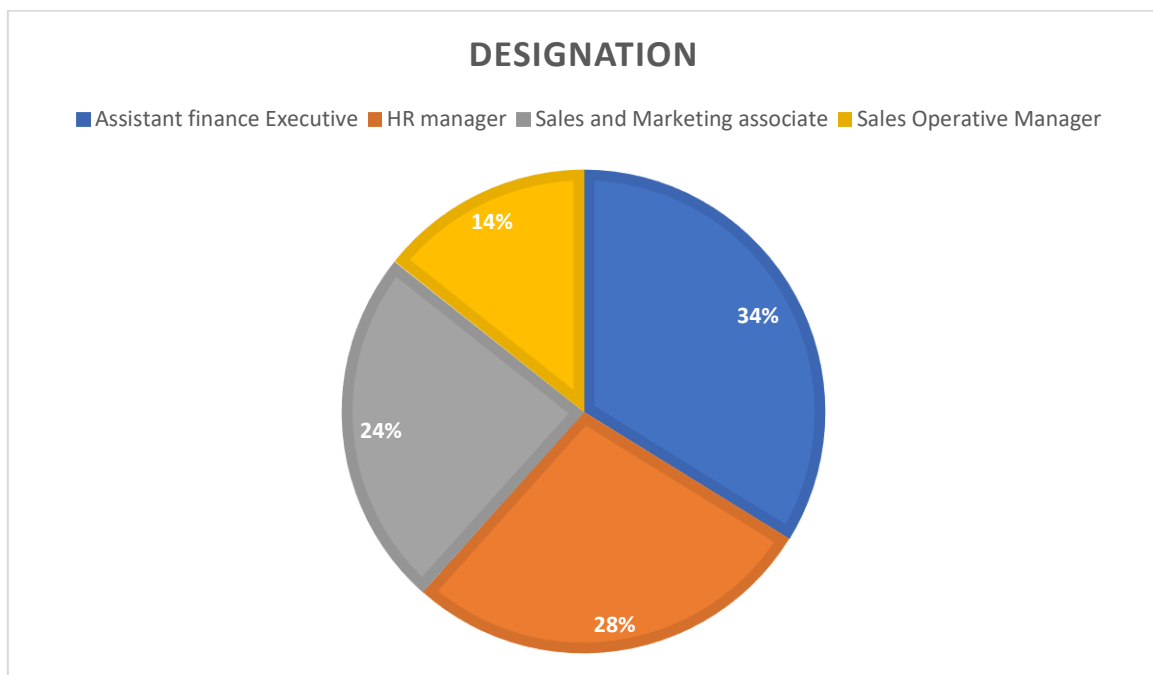


Chart 4.1.8: Chart Showing the Designation

INTERPRETATION

From the above table it is interpreted that 33.8% of the respondents are from assistant finance executive, 27.8% of the respondents are from HR manager, 24.1% of the respondents are from sales and marketing associate, 14.3% of the respondents are from the sales-operative manager.

INFERENCE

Majority (33.8%) of the respondents are from the assistant finance executive.

Table 4.1.9: Table Showing the Elements of HPWS

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Developmental performance appraisal	47	35.3%
Flexible job assignments	14	10.5%
Motivation remuneration	30	22.6%
Staff training	42	31.6%
Total	133	100

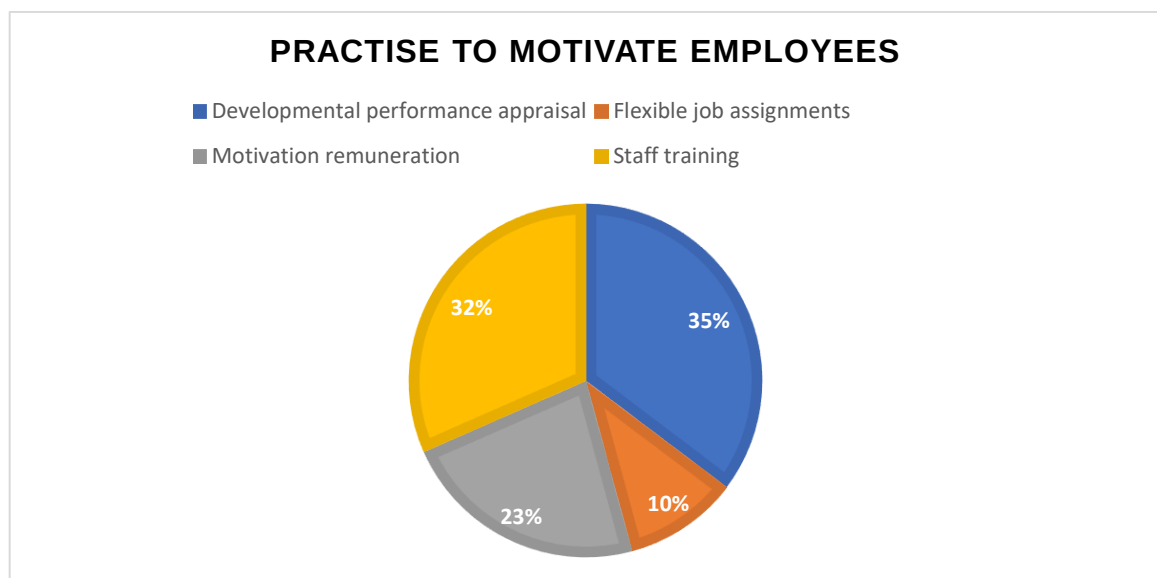


Chart 4.1.9: Chart Showing the Elements of HPWS.

INTERPRETATION

From the above table it is interpreted that 35.3% of the respondents are from developmental performance appraisal, 10.5% of the respondents are from flexible job assignments, 22.6% of the respondents are from motivation remuneration, 31.6% of the respondents are from staff training.

INFERENCE

Majority (35.3%) of the respondents are from developmental performance appraisal.

Table 4.1.10: Table showing whether they are practising the HPWS performance

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
May be	15	11.3%
Yes	101	75.9%
No	17	12.8%
Total	133	100

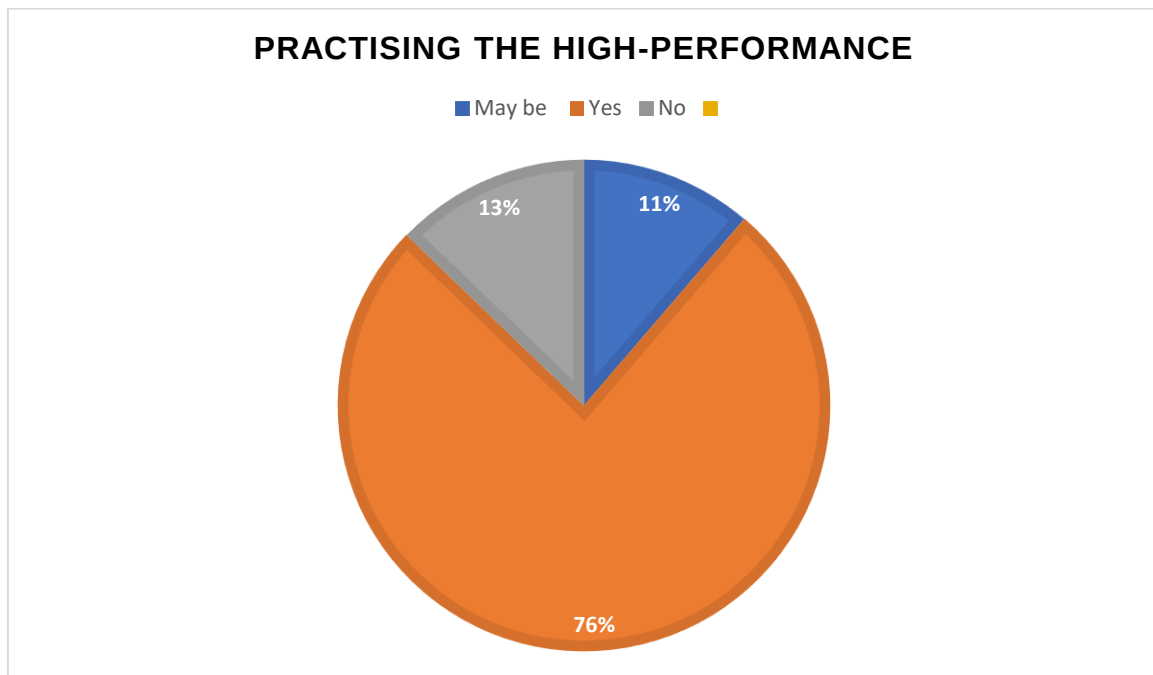


Chart 4.1.10: Chart showing whether they are practicing the HPWS Performance

INTERPRETATION

From the above table it is interpreted that 11.3% of the respondents said may be, 75.9% of the respondents said yes, 12.8% of the respondents said No.

INFERENCE

Majority (75.9%) of the respondents said Yes.

Table 4.1.11: Table Showing the Skills to Excel in High Performance

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Better skills	39	29.3%
More motivation	54	40.6%
More opportunities	30	22.6%
Wide knowledge	10	7.5%
Total	133	100

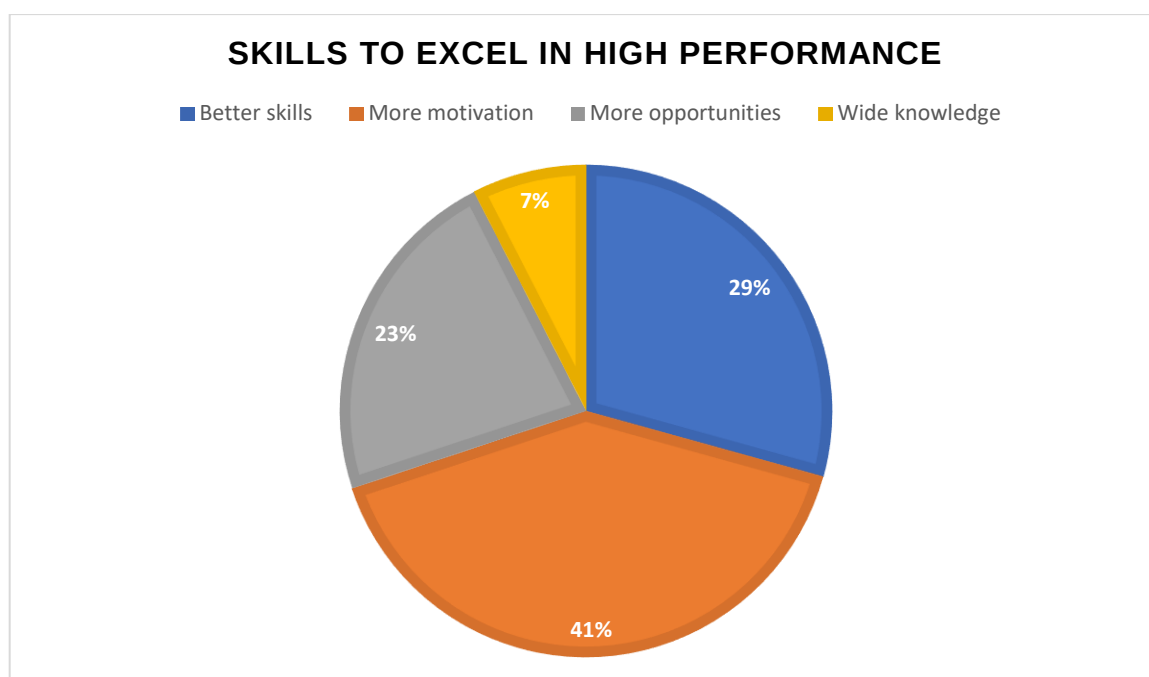


Chart 4.1.11: Chart Showing the Skills to Excel in High Performance

INTERPRETATION

From the above table it is interpreted that 29.3% of the respondents are from better skills, 40.6% of the respondents are from more motivation, 22.6% of the respondents are from more opportunities, 7.5% of the respondents are from wide knowledge.

INFERENCE

Majority (40.6%) of the respondents are from more motivation.

Table 4.1.12: Table Showing the Superior Employee Performance

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	70	52.6%
Disagree	13	9.8%
Neither agree nor disagree	27	20.3%
Strongly agree	5	3.8%
Strongly disagree	18	13.5%
Total	133	100

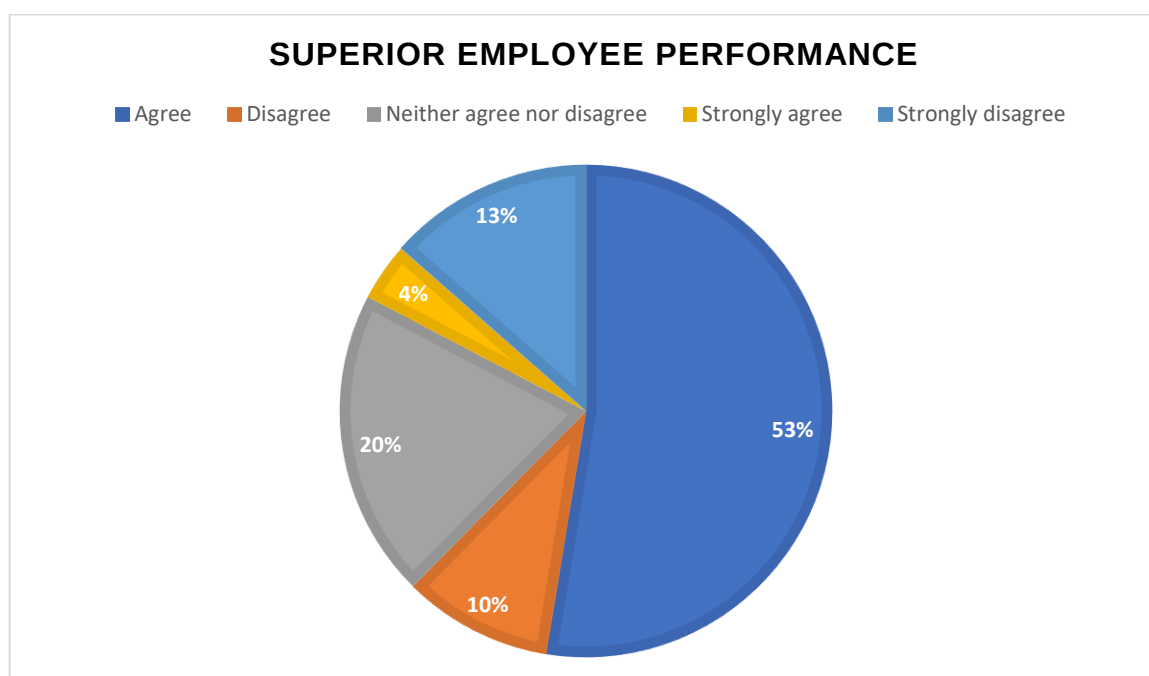


Chart 4.1.12: Chart Showing the Superior Employee Performance

INTERPRETATION

From the above table it is interpreted that 52.6% of the respondents agreed, 9.8% of the respondents disagreed, 20.3% of the respondents neither agreed nor disagreed, 3.8% of the respondents strongly agreed, 13.5% of the respondents strongly disagreed.

INFERENCE

Majority (52.6%) of the respondents agreed to the question.

Table 4.1.13: Table Showing the Principles of HPWS

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Egalitarianism	3	2.3%
Knowledge development	46	34.6%
Performance appraisal	34	25.6%
Reward linkage	19	14.3%
Shared information	31	23.3%
Total	133	100

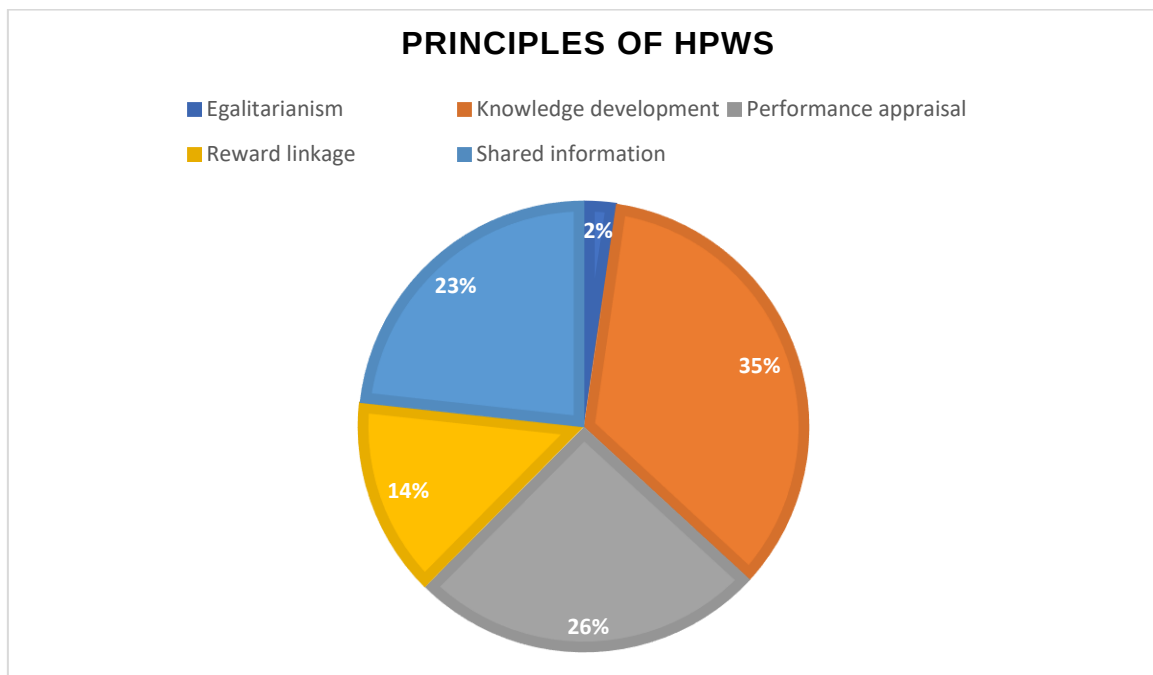


Chart 4.1.13: Chart Showing the Principles of HPWS

INTERPRETATION

From the above table it is interpreted that 2.3% of the respondents are egalitarianism, 34.6% of the respondents are from knowledge development, 25.6% of the respondents are from performance appraisal, 14.3% of the respondents are from reward linkage, 23.3% of the respondents are from shared information.

INFERENCE

Majority (34.6%) of the respondents are from Knowledge development.

Table 4.1.14: Table Showing the Knowledge Work to Touch Labour

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Maybe	23	17.3%
No	16	12.0%
Yes	94	70.7%
Total	133	100

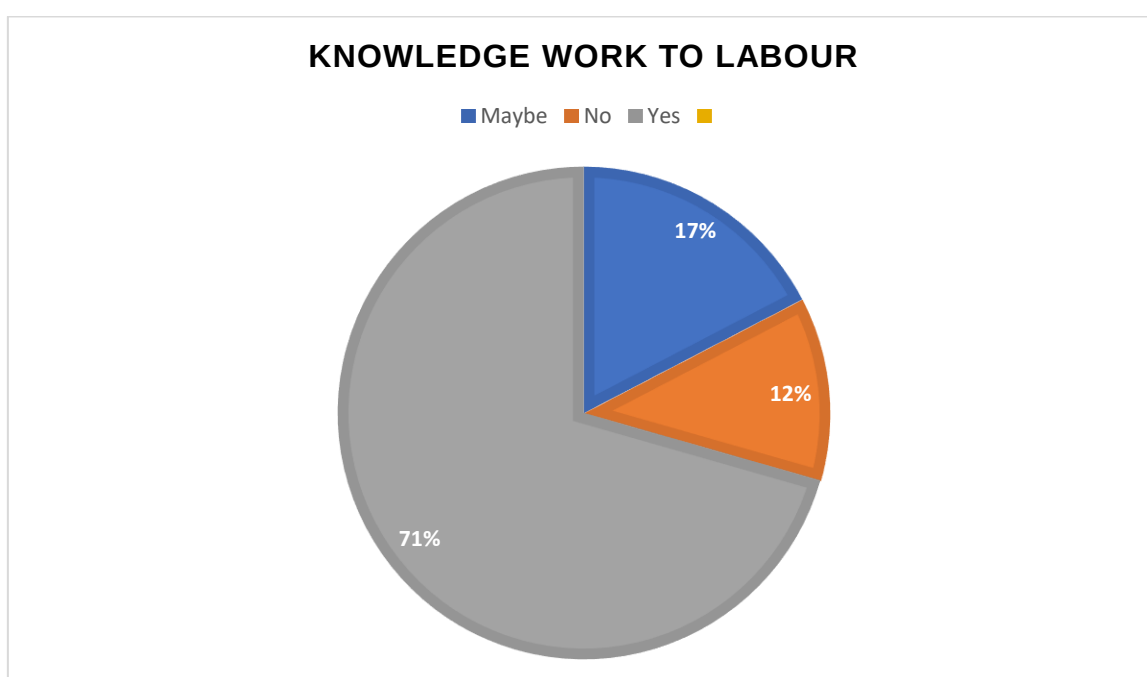


Chart 4.1.14: Chart Showing the Knowledge Work to Touch Labour

INTERPRETATION

From the above table it is interpreted that 17.3% of the respondents said may be, 12% of the respondents said No, 70.7% of the respondents said Yes.

INFERENCE

Majority (70.7%) of the respondents said Yes.

Table 4.1.15: Table Showing the HPWS Practices that Promotes Employees

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
agree	73	54.9%
Disagree	3	2.3%
Neither agree nor disagree	19	14.3%
Strongly agree	35	26.3%
Strongly disagree	3	2.3%
Total	133	100

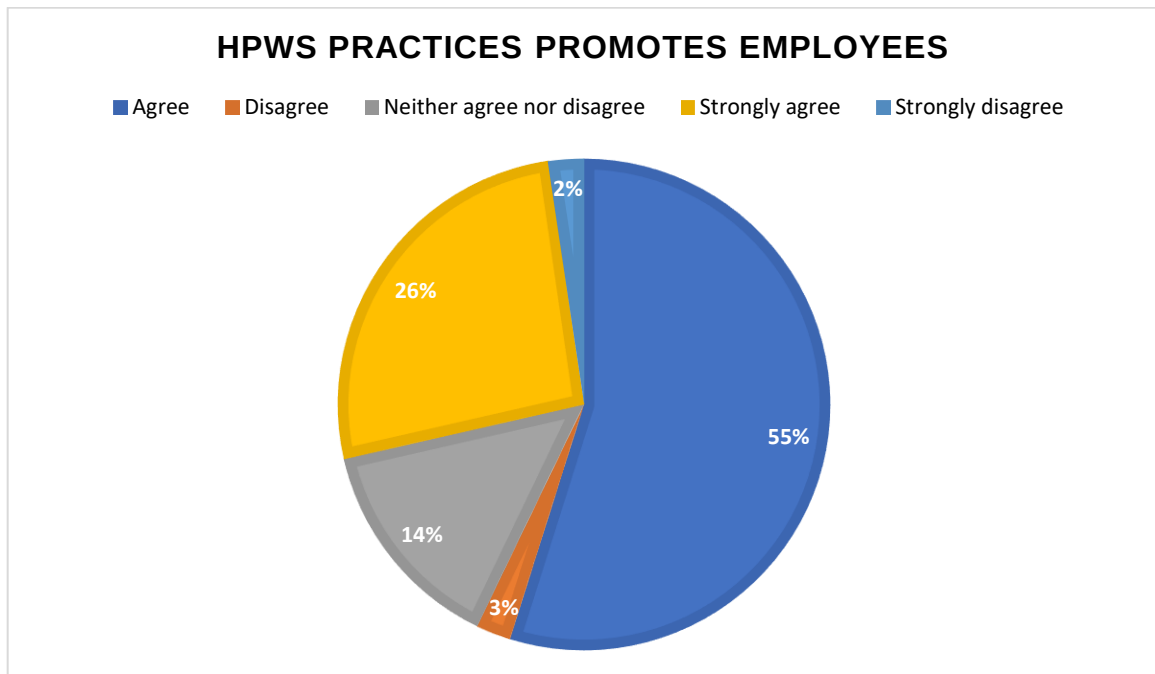


Chart 4.1.15: Chart Showing the HPWS Practices that Promotes Employees

INTERPRETATION

From the above table it is interpreted that 54.9% of the respondents agreed, 2.3% of the respondents disagreed, 14.3% of the respondents neither agreed nor disagreed, 26.3% of the respondents strongly agreed, 2.3% of the respondents strongly disagreed.

INFERENCE

Majority (54.9%) of the respondents agreed.

Table 4.1.16: Table Showing the Employees spot decisions for the improvement of the company

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	61	45.9%
Disagree	4	3.0%
Neither agree nor disagree	17	12.8%
Strongly agree	43	32.3%
Strongly disagree	8	6.0%
Total	133	100

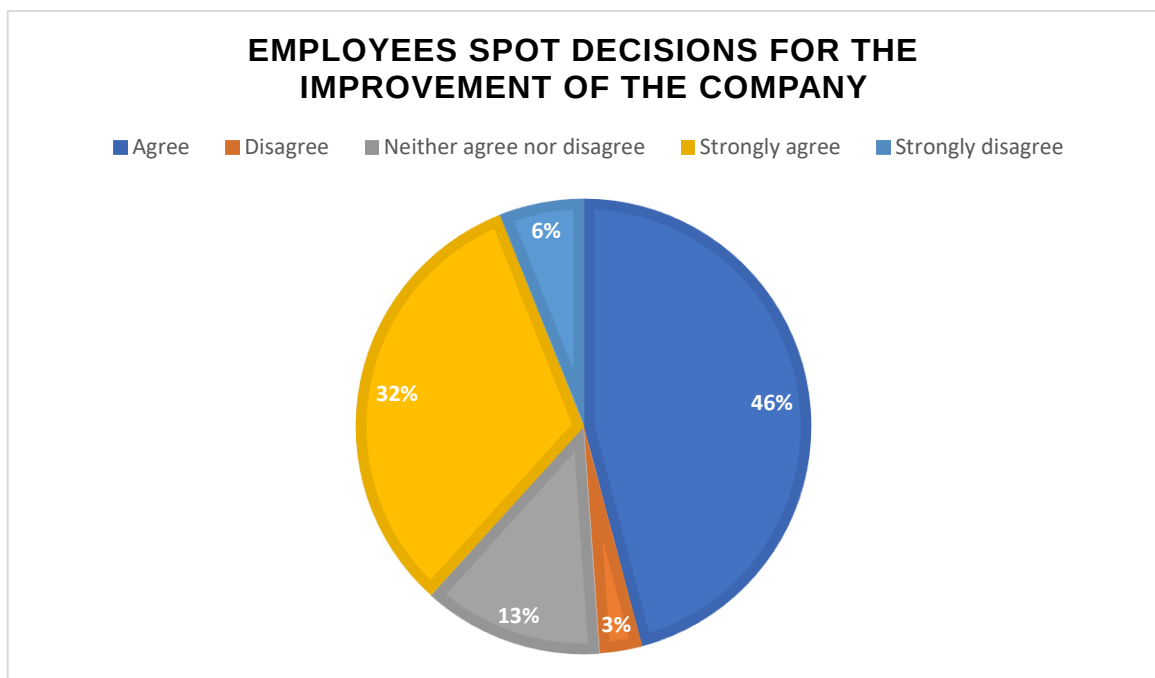


Chart 4.1.16: Chart Showing the Employees Spot Decisions for the Improvement of the Company

INTERPRETATION

From the above table it is interpreted that 45.9% of the respondents agreed, 3% of the respondents disagreed, 12.8% of the respondents neither agreed nor disagreed, 32.3% of the respondents strongly agreed, 6% of the respondents strongly disagreed.

INFERENCE

Majority (45.9%) of the respondents agreed

Table 4.1.17: Table Showing the Factors Influencing HPWS

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Decentralized decision making	21	15.8%
Employee security	44	33.1%
Selective hiring	59	44.4%
Shared key information	9	6.8%
Total	133	100

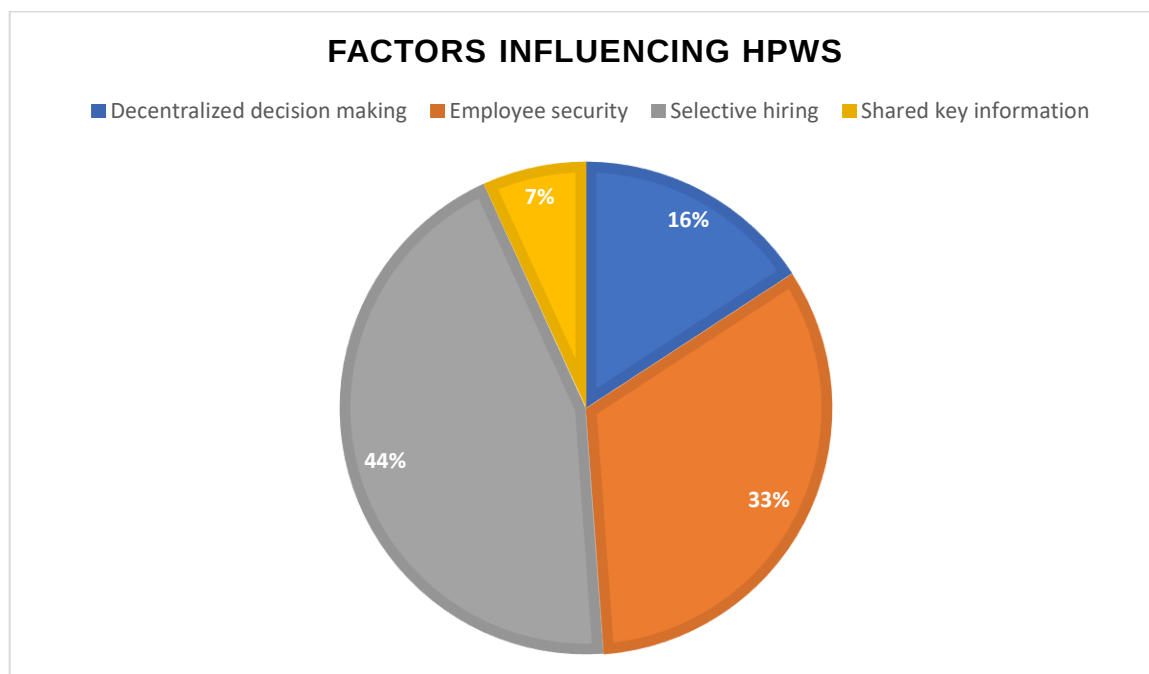


Chart 4.1.17: Chart Showing the Factors Influencing HPWS

INTERPRETATION

From the above table it is interpreted that 15.8% of the respondents are from decentralized decision making, 33.1% of the respondents are from employee security, 44.4% of the respondents are from selective hiring, 6.8% of the respondents are from shared key information.

INFERENCE

Majority (44.4%) of the respondents are from Selective Hiring.

Table 4.1.18: Table Showing the Positive Relationship with Employee

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	74	55.6%
Disagree	12	9.0%
Neither agree nor disagree	25	18.8%
Strongly agree	7	5.3%
Strongly disagree	15	11.3%
Total	133	100

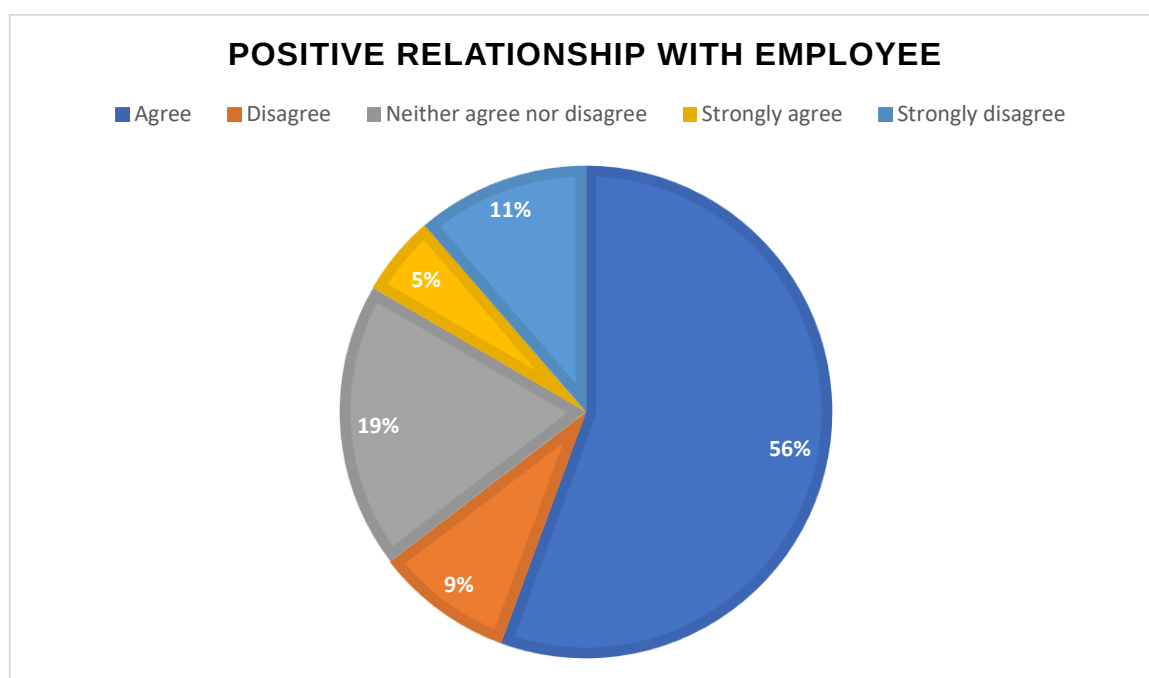


Chart 4.1.18: Chart Showing the Positive Relationship with Employee

INTERPRETATION

From the above table it is interpreted that 55.6% of the respondents agreed, 9% of the respondents disagreed, 18.8% of the respondents neither agreed nor disagreed, 5.3% of the respondents strongly agreed, 11.3% of the respondents disagreed.

INFERENCE

Majority (55.6%) of the respondents agreed.

Table 4.1.19: Table Showing the HPWS Practices Influencing Employee Attitudes and Behaviours

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	71	53.4%
Disagree	2	1.5%
Neither agree nor disagree	23	17.3%
Strongly agree	29	21.8%
Strongly disagree	8	6.0%
Total	133	100

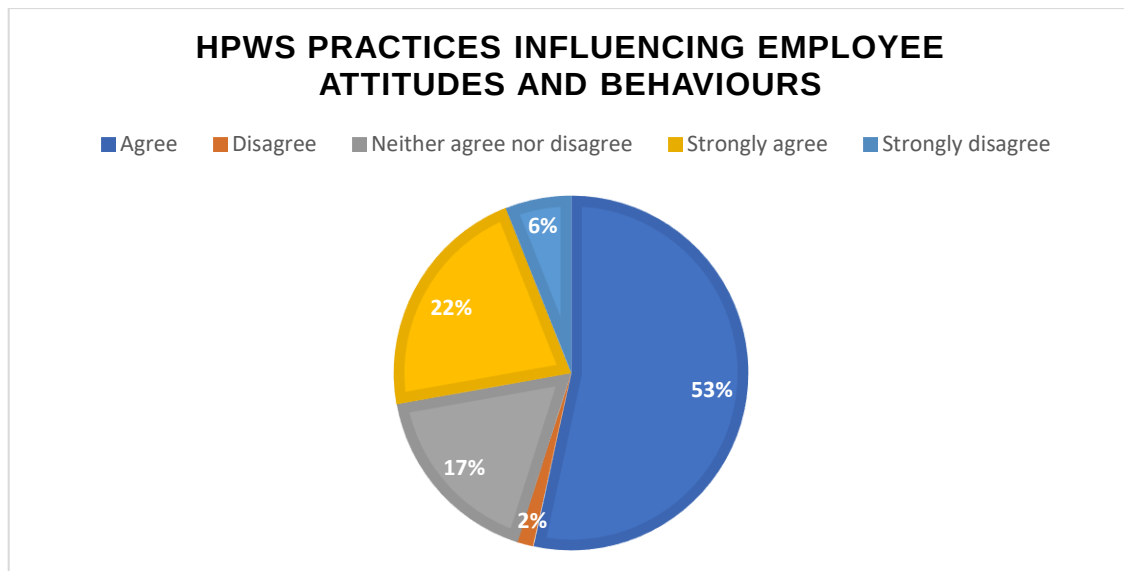


Chart 4.1.19: Chart Showing the HPWS Practices Influencing Employee Attitudes and Behaviours

INTERPRETATION

From the above it is interpreted that 53.4% of the respondents agreed, 1.5% of the respondents disagreed, 17.3% of the respondents neither agreed nor disagreed, 21.8% of the respondents strongly agreed, 6% of the respondents strongly disagreed.

INFERENCE

Majority (53.4%) of the respondents agreed.

Table 4.1.20: Table Showing the HPWS Practice that Needs to be Improved

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
More innovation	16	12.0%
More Opportunities	8	6.0%
Performance appraisal	29	21.8%
Selection process	35	26.3%
Training	45	33.8%
Total	133	100

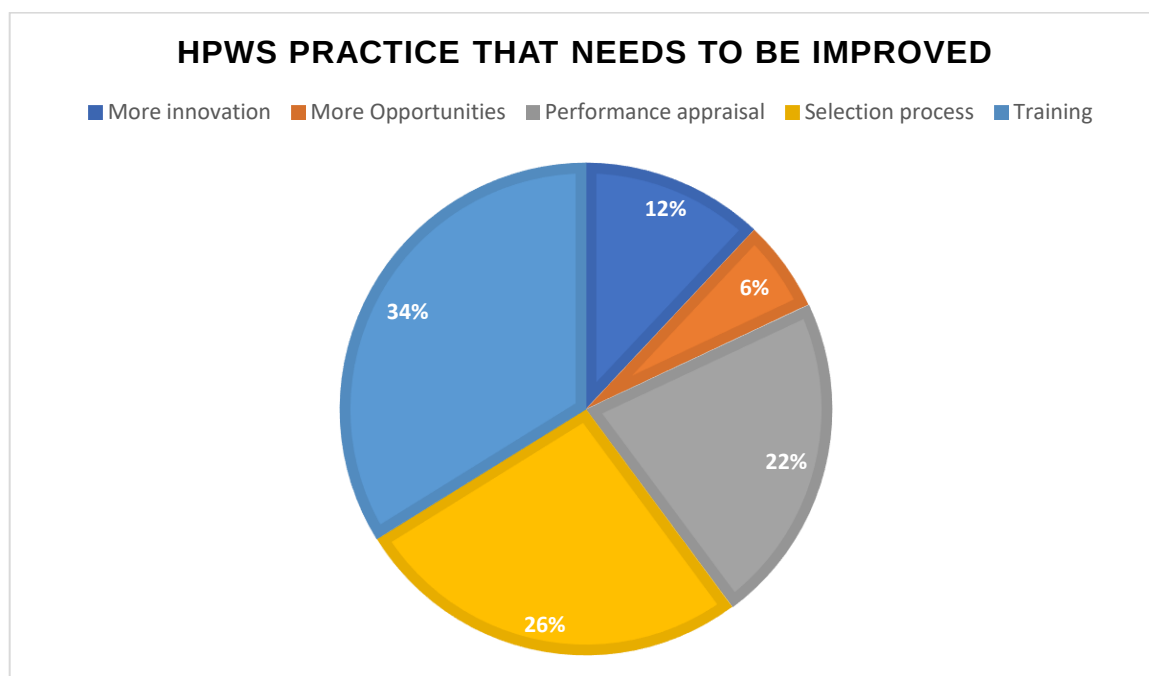


Chart 4.1.20: Chart Showing the HPWS Practice that needs to be Improved

INTERPRETATION

From the above table it is interpreted that 12% of the respondents are from more innovation, 6% of the respondents are from more opportunities, 21.8% of the respondents are from performance appraisal, 26.3% of the respondents are from selection process, 33.8% of the respondents are from training.

INFERENCE

Majority (33.8%) of the respondents are from training.

Table 4.1.21: Table Shows the Balancing of Work and Personal Life

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	71	53.4%
Disagree	11	8.3%
Neither agree nor disagree	25	18.8%
Strongly agree	5	3.8%
Strongly disagree	21	15.8%
Total	133	100

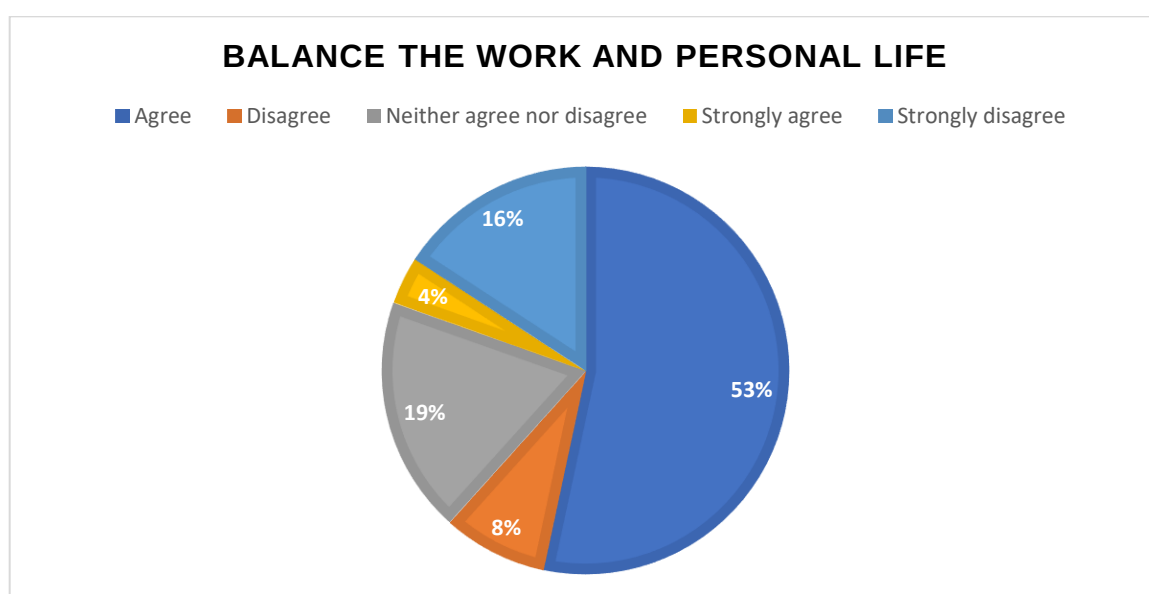


Chart 4.1.21: Chart Shows the Balancing of Work and Personal Life

INTERPRETATION

From the above table it is interpreted that 53.4% of the respondents agreed, 8.3% of the respondents disagreed, 18.8% of the respondents neither agreed nor disagreed, 3.8% of the respondents strongly agreed, 15.8% of the respondents strongly disagreed.

INFERENCE

Majority (53.4%) of the respondents agreed.

Table 4.1.22: Table Showing the Positive Work Place Environment

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
May be	23	17.3%
No	12	9.0%
Yes	98	73.7%
Total	133	100

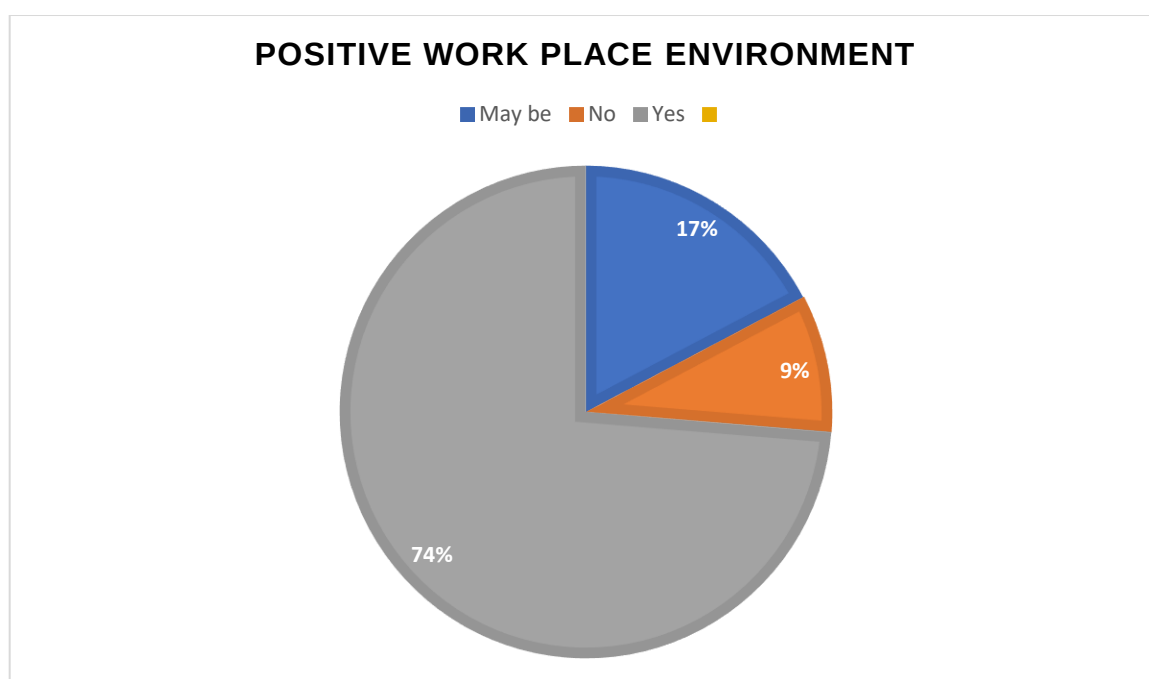


Chart 4.1.22: Chart Showing the Positive Work Place Environment

INTERPRETATION

From the above table it is interpreted that 17.3% of the respondents said May be, 9% of the respondents said No, 73.7% of the respondents said Yes.

INFERENCE

Majority (73.7%) of the respondents said Yes.

Table 4.1.23: Table showing the Satisfaction of Work with these Practices

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Dissatisfied	5	3.8%
Neither satisfied nor dissatisfied	20	15.0%
Satisfied	71	53.4%
Very dissatisfied	5	3.8%
Very satisfied	32	24.1%
Total	133	100

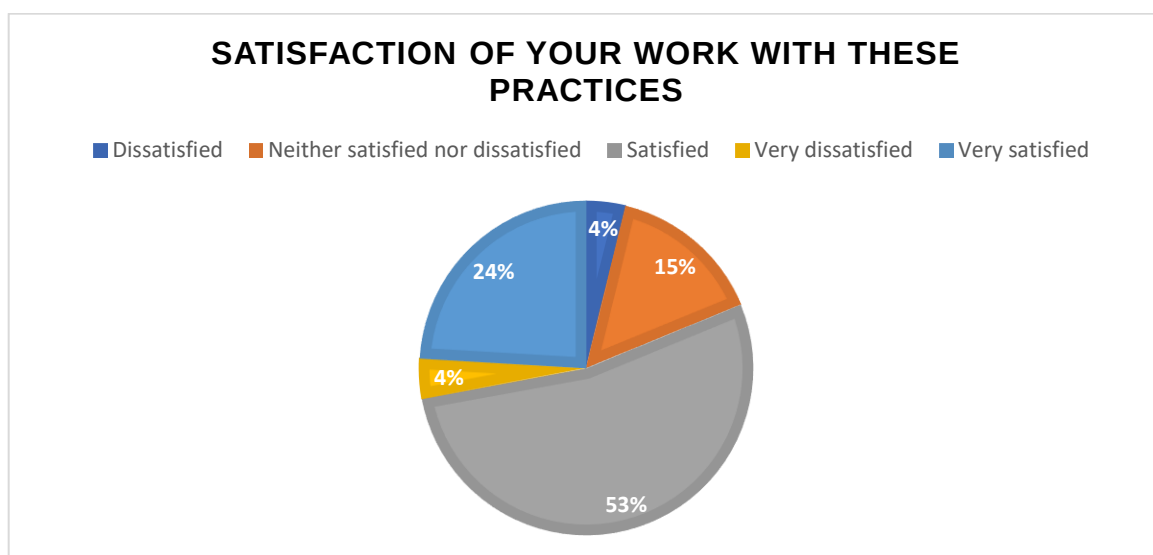


Chart 4.1.23: Chart showing the Satisfaction of your work with these Practices

INTERPRETATION

From the above table it is interpreted that 3.8% of the respondents are dissatisfied, 15% of the respondents are neither satisfied nor dissatisfied, 53.4% of the respondents are satisfied, 3.8% of the respondents are very dissatisfied, 24.1% of the respondents are very satisfied.

INFERENCE

Majority (53.4%) of the respondents are Satisfied.

Table 4.1.24: Effectiveness of Training and Development Program

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Effective	43	32.3%
Highly effective	66	49.6%
Highly ineffective	5	3.8%
Ineffective	4	3.0%
Neither effective nor ineffective	15	11.3%
Total	133	100

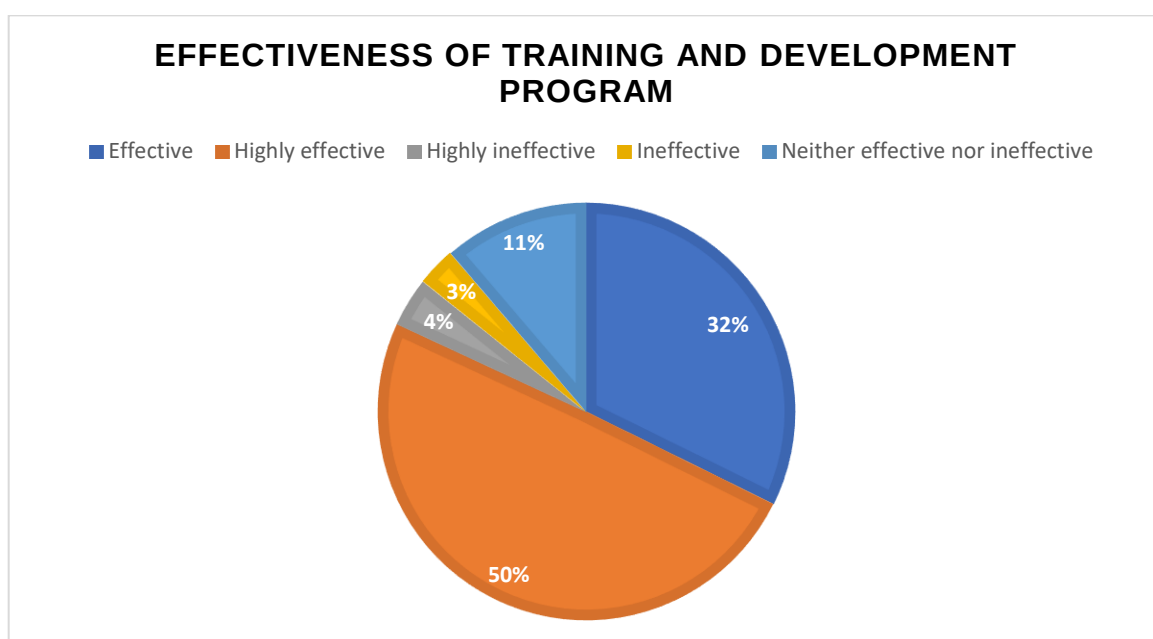


Chart 4.1.24: Chart Showing the Effectiveness of Training and Development Program

INTERPRETATION

From the above table it is interpreted that 32.3% of the respondents are effective, 49.6% of the respondents are highly effective, 3.8% of the respondents are highly ineffective, 3% of the respondents are ineffective, 11.3% of the respondents are neither effective nor ineffective.

INFERENCE

Majority (49.6%) of the respondents are highly effective.

Table 4.1.25: Table Showing the Level of Job Satisfaction

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
1	5	3.8%
2	5	3.8%
3	2	1.4%
4	6	4.5%
5	9	6.8%
6	10	7.5%
7	11	8.3%
8	18	13.5%
9	21	15.8%
10	46	34.6%
TOTAL	133	100

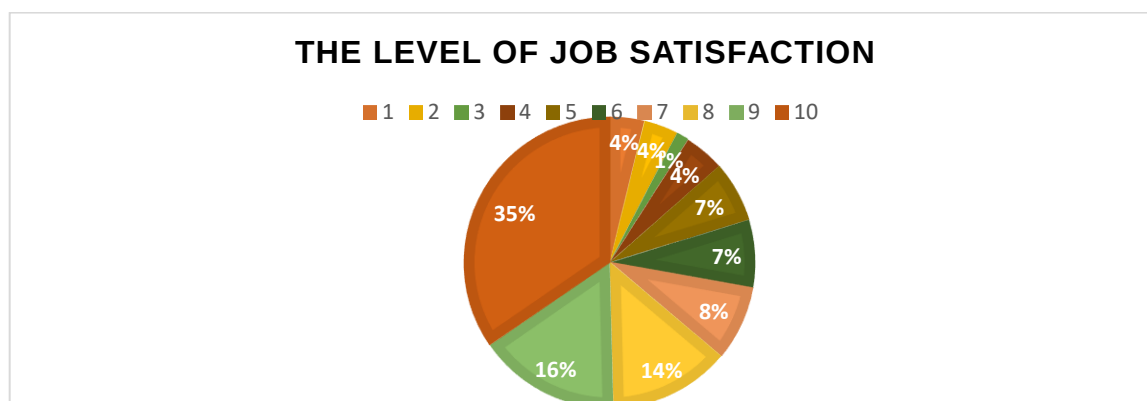


Chart 4.1.25: Chart Showing the Level of Job Satisfaction

INTERPRETATION

From the above table it is interpreted that 3.8% of the respondents rated 1, 3.8% of the respondents rated 2, 1.4% of the respondents rated 3, 4.5% of the respondents rated 4, 6.8% of the respondents rated 5, 7.5% of the respondents rated 6, 8.3% of the respondents rated 7, 13.5% of the respondents rated 8, 15.8% of the respondents rated 9, 34.6% of the respondents rated 10.

INFERENCE

Majority (34.6%) of the respondents rated 10.

4.2 CHI SQUARE TEST

AGE OF THE RESPONDENTS

Vs

SIGNIFICANCE LEVEL OF THE HIGH-PERFORMANCE WORK SYSTEM LEADS TO THE SUPERIOR EMPLOYEE PERFORMANCE

H₀ (NULL HYPOTHESIS) = There is no significant relationship between age of the respondents and significance level of good communication between managers and employees.

H₁ (Alternate Hypothesis) = There is a significant relationship between age of the respondents and significance level of good communication between managers and employees.

AGE*I HAVE NOTION THAT HPWS LEADS TO SUPERIOR EMPLOYEE PERFORMANCE CROSSTABLE						
AGE	AGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	STRONGLY AGREE	STRONGLY DISAGREE	TOTAL
18-25 years	39.5	7.3	15.2	2.8	10.2	75.0
26- 35 years	21.1	3.9	8.1	1.5	5.4	40.0
36-45 years	8.9	1.7	3.5	.6	2.3	17.0
45-50 years	0.5	0.1	0.2	.0	0.1	1.0
TOTAL	70.0	13.0	27.0	5.0	18.0	133.0

CHI-SQUARE TESTS

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	10.090 ^a	12	.608
Likelihood Ratio	10.067	12	.610
N of Valid Cases	133		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .04.			

At 5% level of significance and df (12) the table value is 10.090

Calculated value = 0.04

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

INFERENCE

The results of the “Pearson Chi-Square” say that $\chi(12) = 10.090$, $P = 0.04$. This tells us that there is a statistically significant association between the age of the respondents and also high-performance work system leads to superior employee performance.

AGE OF THE RESPONDENTS

Vs

SIGNIFICANCE LEVEL OF THE COMPANY THAT MAKES THE EMPLOYEES RESPONSIBLE FOR THE SPOT DECISIONS MADE FOR THE IMPROVEMENT OF THE COMPANY

H₀ (Null Hypothesis) = There is no significant relationship between age of the respondents and significance level of the company that makes the employees responsible for the spot decisions of the company.

H₁ (Alternate Hypothesis) = There is a significant relationship between age of the respondents and significance level of the company that makes the employees responsible for the spot decisions of the company.

AGE * THE COMPANY MAKES THE EMPLOYEES RESPONSIBLE FOR THE SPOT DECISIONS MADE FOR THE IMPROVEMENT OF THE COMPANY CROSSTABLE						
AGE	Agree	Disagree	Neither agree nor disagree	Strongly agree	Strongly disagree	Total
18-25 years	34.4	2.3	9.6	24.2	4.5	75.0
26- 35 years	18.3	1.2	5.1	12.9	2.4	40.0
36-45 years	7.8	.5	2.2	5.5	1.0	17.0
45-50 years	0.5	.0	0.1	0.3	0.1	1.0
TOTAL	61.0	4.0	17.0	43.0	8.0	133.0

CHI-SQUARE TESTS

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	17.410 ^a	12	.135
Likelihood Ratio	16.683	12	.162
N of Valid Cases	133		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .03.			

At 5% level of significance and df (12) the table value is 17.410

Calculated value = 0.03.

Significance value ($p=0.005$) < Calculated value

H_0 is accepted

INFERENCE

The results of the "Pearson Chi-Square" say that $\chi (12) = 17.410$, $P = 0.03$. This tells us that there is a statistically significant association between age of the respondents and the company that makes the employees responsible for the spot decisions made for the improvement of the company.

4.3 ONE WAY ANOVA TEST

Hypothesis is set between the age of the respondents and how far they are practicing the HPWS in their company to promote their employees with necessary information and skills.

NULL HYPOTHESIS

H_0 = There is no statistically significant relationship between age the respondents and how far they are practicing the HPWS in the company to promote their employees with necessary information and skills.

ALTERNATIVE HYPOTHESIS

H_1 = There is a statistically significant relationship between age of the respondents and how far they are practicing the HPWS in the company to promote their employees with necessary information and skills.

DESCRIPTIVES								
AGE								
	N	MEAN	STD. DEVI ATIO N	STD. ERR OR	95% CONFIDENCE INTERVAL FOR MEAN		MINI MUM	MAXI MUM
					LOWER BOUND	UPPER BOUND		
Agree	73	1.63	.717	.084	1.46	1.80	1	3
Disagree	3	2.00	1.000	.577	-.48	4.48	1	3
Neither agree nor disagree	19	1.63	.831	.191	1.23	2.03	1	4
Strongly agree	35	1.34	.639	.108	1.12	1.56	1	3
Strongly disagree	3	2.33	1.155	.667	-.54	5.20	1	3
Total	133	1.58	.741	.064	1.45	1.71	1	4

ANOVA					
AGE					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.434	4	1.108	2.087	.086
Within Groups	67.987	128	.531		
Total	72.421	132			

INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.086, which is more than 0.005. Therefore, there is a statistically significant relationship between the age of the respondents and how far they are practicing the HPWS in their company to promote their employees with necessary information and skills.

CHAPTER 5

5.1 FINDINGS

Findings for my study,

- 56.4% respondents are 18 to 25 years, 30.1% respondents are 26 to 35 years, 12.8% respondents are 36-45 years, 0.8% respondents are from 45-50 years.
- 74% of the respondents are female and 26% of the respondents are male.
- 4.5% of the respondents are from diploma, 27.8% of the respondents are from Graduate, 5.3% of the respondents are from HSC, 60.9% of the respondents are from post graduate, 1.5% of the respondents are from SSLC.
- 19.5% respondents are from 10-20 years, 42.9% respondents are from 2-10 years, 3.0% respondents are from 20 years and above, 34.6% respondents are from less than 2 years.
- 44.4% respondents are Married and 55.6% respondents are Unmarried.
- 24.1% of the respondents are from 10-20k, 43% of the respondents are from 20-30k, 24.9% of the respondents are from 30-40k, 8% of the respondents are from 40k and above.
- 36.8% of the respondents are from finance, 24.1% of the respondents are from HR, 11.3% of the respondents are from Operations, 27.8% of the respondents are from sales and marketing.
- 33.8% of the respondents are from assistant finance executive, 27.8% of the respondents are from HR manager, 24.1% of the respondents are from sales and marketing associate, 14.3% of the respondents are from the sales-operative manager.
- 35.3% of the respondents are from developmental performance appraisal, 10.5% of the respondents are from flexible job assignments, 22.6% of the respondents are from motivation remuneration, 31.6% of the respondents are from staff training.
- From the above table it is interpreted that 11.3% of the respondents said may be, 75.9% of the respondents said yes, 12.8% of the respondents said No.

- 29.3% of the respondents are from better skills, 40.6% of the respondents are from more motivation, 22.6% of the respondents are from more opportunities, 7.5% of the respondents are from wide knowledge.
- 52.6% of the respondents agreed, 9.8% of the respondents disagreed, 20.3% of the respondents neither agreed nor disagreed, 3.8% of the respondents strongly agreed, 13.5% of the respondents strongly disagreed.
- 2.3% of the respondents are egalitarianism, 34.6% of the respondents are from knowledge development, 25.6% of the respondents are from performance appraisal, 14.3% of the respondents are from reward linkage, 23.3% of the respondents are from shared information.
- 17.3% of the respondents said may be, 12% of the respondents said No, 70.7% of the respondents said Yes.
- 54.9% of the respondents agreed, 2.3% of the respondents disagreed, 14.3% of the respondents neither agreed nor disagreed, 26.3% of the respondents strongly agreed, 2.3% of the respondents strongly disagreed.
- 45.9% of the respondents agreed, 3% of the respondents disagreed, 12.8% of the respondents neither agreed nor disagreed, 32.3% of the respondents strongly agreed, 6% of the respondents strongly disagreed.
- 15.8% of the respondents are from decentralized decision making, 33.1% of the respondents are from employee security, 44.4% of the respondents are from selective hiring, 6.8% of the respondents are from shared key information.
- 55.6% of the respondents agreed, 9% of the respondents disagreed, 18.8% of the respondents neither agreed nor disagreed, 5.3% of the respondents strongly agreed, 11.3% of the respondents disagreed.
- 53.4% of the respondents agreed, 1.5% of the respondents disagreed, 17.3% of the respondents neither agreed nor disagreed, 21.8% of the respondents strongly agreed, 6% of the respondents strongly disagreed.
- 12% of the respondents are from more innovation, 6% of the respondents are from more opportunities, 21.8% of the respondents are from performance appraisal, 26.3% of the respondents are from selection process, 33.8% of the respondents are from training.
- 53.4% of the respondents agreed, 8.3% of the respondents disagreed, 18.8% of the respondents neither agreed nor disagreed, 3.8% of the respondents strongly agreed, 15.8% of the respondents strongly disagreed.

- 17.3% of the respondents said May be, 9% of the respondents said No, 73.7% of the respondents said Yes.
- 3.8% of the respondents are dissatisfied, 15% of the respondents are neither satisfied nor dissatisfied, 53.4% of the respondents are satisfied, 3.8% of the respondents are very dissatisfied, 24.1% of the respondents are very satisfied.
- 32.3% of the respondents are effective, 49.6% of the respondents are highly effective, 3.8% of the respondents are highly ineffective, 3% of the respondents are ineffective, 11.3% of the respondents are neither effective nor ineffective.
- 3.8% of the respondents rated 1, 3.8% of the respondents rated 2, 1.4% of the respondents rated 3, 4.5% of the respondents rated 4, 6.8% of the respondents rated 5, 7.5% of the respondents rated 6, 8.3% of the respondents rated 7, 13.5% of the respondents rated 8, 15.8% of the respondents rated 9, 34.6% of the respondents rated 10.

5.2 SUGGESTIONS

- I believe that the time spent by a leader with his or her team members needs to be a mixture of formal time (in training, coaching, performance managing, etc.) and informal time.
- To motivate the employee management can take into consideration some proper suggestions given by the employees. It will help to increase the motivation and ultimately the job satisfaction of the employees.
- It's impossible to be engaged at work if the work you're doing is not engaging. 42% of respondents seeking new employment believed their current job did not make good use of their skills and abilities. Organisations need to provide more than just a job.
- It is important to their job satisfaction and engagement to have a clear understanding of their organisation's vision and mission. The more clearly a leader communicates a vision that inspires employees, the more likely they will want to contribute to that vision.
- By giving employees autonomy to do their job, you are letting them know that you trust and value them. When your employees enter the workplace, it's to do a job. So, let them do it.
- If an employee comes up with a really good idea, don't be afraid to implement it and see how it works out. This not only leads to great improvements within your company but also lets your team members know that their ideas are important and valued.
- Better working environment should be provided to the employees with basic amenities.
- The boss or Supervisor should have a good relationship with their employees. You don't want them to hear dead silence the minute they walk into the room. Encourage them to talk with employees about their personal lives, ask them questions about their family, and tell jokes or incorporate humour in some way. These are great ways to help people feel comfortable talking to their boss.

5.3 CONCLUSIONS

High-performance work systems can be defined as a system which creates an environment in a business that allows an employee greater involvement and responsibility. Employees are seen as valued partners of the business which makes it possible to create and maintain competitive advantage because of the commitment of the employees to help the business succeed. A key benefit of adopting a high-performance work system is an increase in business productivity and efficiency. When your employees have a voice, they are able to air their concerns and suggestions for improvements and be confident they will be listened to. This improves employee attitudes and team performance. This can also improve the decision-making process by empowering your employees to be actively involved. Improved decision making, in turn, will have a direct impact on how efficiently your business runs and the productivity of your employees.

Regular training and development have a positive impact on job satisfaction, improving the efficiency of the processes, raises morale and this, in turn, helps to reduce employee turnover and the associated costs that are involved in recruitment and onboarding. On-going training that prepares your employees to take on further responsibility is both an effective motivator and gives your employee a higher skill base that allows them to help your customers more effectively and efficiently. Employees in organisations that have implemented high-performance work systems are motivated and committed not only to their own personal success but also the prosperity of the company. They are motivated by how the business is run, the positive impact that this has on their job. Their achievements are recognised and rewarded which consequently increases their motivation and commitment.

From the study it is found that majority of the employees are not getting the proper training in their company. Most of them are satisfied with their job but they have few more suggestions and opinions to be added upon on their company to motivate them and boost them up with their work and necessary salary wages and incentives. They also looked up for the better knowledge and selective hiring process that needs to be done in their company so that they get more engaged in their work.

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APPENDIX (QUESTIONNAIRE)

As a part of my MBA curriculum at Sathyabama Institute of Science and Technology, I am doing a project on High Performance Work System in HCL Technologies. Kindly spend your valuable time in filling the questionnaires and I assure you that the information will be used only for academic research analysis and will be kept highly confidential.

1. NAME
2. AGE
 - a) 18-25 years
 - b) 26- 35 years
 - c) 36-45 years
 - d) 45-50 years
3. GENDER
 - a) Female
 - b) Male
4. Qualification
 - a) SSLC
 - b) HSC
 - c) Post Graduate
 - d) Graduate
 - e) Diploma
5. Work Experience
 - a) Less than 2 years
 - b) 2-10 years
 - c) 10-20 years
 - d) 20 years & above
6. Marital Status
 - a) Married
 - b) Unmarried
7. Income
 - a) 10-20k
 - b) 20-30k

- c) 30-40k
- d) 40k & above

8. Department

- a) HR
- b) Finance
- c) Sales and Marketing
- d) Operations

9. Designation

- a) HR Manager
- b) Assistant finance Executive
- c) Sales and Marketing Associative
- d) Sales Operative Manager

10. What are the elements of high-performance work system does your company practice to motivate your employee?

- a) Staff Training
- b) Developmental performance appraisal
- c) Motivation remuneration
- d) Flexible job assignments

11. Does your company practice all the high-performance work systems towards the employee?

- a) Yes
- b) No
- c) May be

12. What are the skills that one should have to excel when these high-performance HR practices are aligned?

- a) Better skills
- b) More motivation
- c) More opportunities
- d) Wide knowledge

13. High performance work system leads to the superior employee performance in your company?

- a) Strongly disagree
- b) Disagree

- c) Neither agree nor disagree
- d) Agree
- e) Strongly agree

14. What are the principles of high-performance work systems that is practiced in your company?

- a) Shared information
- b) Knowledge development
- c) Performance appraisal
- d) Reward linkage
- e) Egalitarianism

15. Based on your experience does the high-performance work systems depend on the shift from knowledge work to touch labour

- a) Yes
- b) No
- c) May be

16. In the base idea with HRM does the HPWS practices in your company promotes the employees with necessary information and skills?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree
- d) Strongly disagree
- e) Disagree

17. Does your company make the employees responsible for the spot decisions made for the improvement of the company?

- a) Strongly agree
- b) Agree
- c) Neither agree nor disagree
- d) Strongly disagree
- e) Disagree

18. What are the factors that influences on high performance work system in your company?

- a) Employee security

- b) Selective hiring
 - c) Decentralized decision making
 - d) Shared key information
19. HPWS has positive relationship with desired employee attitudes and behaviour such as affective commitment
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Strongly disagree
 - e) Disagree
20. Does the HPWS practices directly or indirectly influencing employee attitudes and discretionary behaviours
- a) Strongly agree
 - b) Agree
 - c) Neither agree nor disagree
 - d) Strongly disagree
 - e) Disagree
21. What are the HPWS practices that you need to currently improve in your company to boost the employee behaviours
- a) Selection process
 - b) Training
 - c) Performance appraisal
 - d) More innovation
 - e) More Opportunities
22. Does HPWS enable the individual to enhance and also balance the work and personal life
- a) Strongly disagree
 - b) Disagree
 - c) Neither agree nor disagree
 - d) Agree
 - e) Strongly agree
23. HPWS is likely to create a more positive work place in your environment
- a) Yes

- b) No
- c) May be

24. How well are you satisfied with your work having these practices in your work place environment

- a) Very satisfied
- b) Satisfied
- c) Neither satisfied nor dissatisfied
- d) Dissatisfied
- e) Very dissatisfied

25. Can you specify the effectiveness of training and development program that is being conducted in your company?

- a) Effective
- b) Highly effective
- c) Neither effective nor ineffective
- d) Ineffective
- e) Highly ineffective

26. Based on your experience in your company can you rate the level of satisfaction of your job in the company.

- ✓ Ratings from 1 to 10.

A STUDY ON EMPLOYEE BEHAVIOUR TOWARDS HIGH PERFORMANCE WORK SYSTEM

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ABSTRACT

This examination endeavors to express that the representative's conduct changes towards High Execution Work System. The focal point of this article is to clarify the vital components of HPWS and to recognize why making associations with workers makes monetary sense for managers in the present information, shrewdness, and data-based economy. HPWS frameworks accentuate representative association and mirror a promise to making a hierarchical culture dependent on responsibility instead of control. At the same time, the way of life of elite associations underlines the quest for greatness and anticipate that employees should be capable, exceptionally skilled, and continually occupied with improving the association. The executive's specialists have broadly investigated HPWS and have recognized regular administration rehearses that make upper hand and improve authoritative execution. The following is an outline of seven human asset rehearses for delivering higher benefits through connecting with representatives as full proprietors and accomplices in an association's victory. In the previous decade a lot of examination has been led on the person also, hierarchical results of superior work frameworks, like work execution willful turnover, optional conduct and firm execution for an outline and study. In any case, nearly couple of studies have researched the impact of HPWS on worker inventiveness. This is not withstanding the way that representative imagination contributes considerably to authoritative advancement and serious advantage.

Keywords: *High Performance Work System, Employee Behavior, Organization.*

INTRODUCTION

The motivation behind this paper is to inspect the basic component through which elite work framework (HPWS) impacts representative conduct. This paper intends to inspect unforeseen elements in the connection between saw hierarchical help and worker conduct. The examination shows that HPWS upgrades apparent hierarchical help, which thusly advances representative conduct. Besides, the outcomes likewise show that reverted the board decidedly directs the connection between saw hierarchical help also, representative conduct. the applied model of this examination High-execution work frameworks (HPWS) may solely affect representative conduct. The normal practices in HPWS incorporate staffing, preparing, formative execution evaluation, persuasive compensation, and adaptable occupation tasks. Earlier examination proposes that HPWS significantly affect representative practices. Notwithstanding, research uncovers that the planned HPWS are unique in relation to worker saw HPWS. Keeping this as proof, the current investigation expected to think about worker seen HPWS. Albeit earlier exploration stressed the impact of HPWS on work execution and extra-job conduct, as social results, research recommends that workers may exhibit proactive practices while they are performing the allotted errands and showing optional practices.

REVIEW OF LITERATURE

Way, S.A. (2002) High Performance Work Systems and intermediate indicators of firm performance within the US Small business sector. *Journal of Management* In this study he presents the conceptual and empirical evidence that indicates that within the US small business sector high performance work systems (HPWS) are associated with outcomes that are key to the success of small US firms.

Penny Tamzin (2001) This study is based on the high-performance work system practices that focuses on the question of whether the way people are managed and treated at work contributes to the overall performance of the enterprise has been much debated. The focus of this debate has tended to be on formal processes and procedures within organizations. These high-performance working practices have been the subject of a wide range of studies designed to test their impact.

Becker, B. E., Huslig M. A. (1998) A synthesis of research and managerial implications. *Research in personnel and human resource management*. This particular study Examine the ability of technical HRM versus strategic HRM in predicting organizational performance in the health care industry. From the result, he found that technical HRM is more important in explaining perceived organizational performance, and strategic HRM is better at predicting human capital accumulation.

Sun, L.Y., Arlee, S., Law, K.S. (2007) High-Performance Human Resource Practices, Citizenship Behaviour, and Organizational Performance: A Relational Perspective. *Academy of Management Journal*. This study is based on taking a relational perspective on the employment relationship, we examined processes linking high-performance human resource practices and productivity and turnover, two indicators of organizational performance.

Evans W. R. & Davis W. D. (2005) High-performance work systems and organizational performance. The mediating role of internal social structure. *Journal of Management*: He determined that worker perceptions related to safety climate, interactional justice and task and team safety proficiency behaviours act as mediators between a system of safety management practices and reductions in recordable injuries and to a lesser extent lost time injury.

OBJECTIVES OF THE STUDY

Primary Objectives

The Primary Objective of my study at HCL is to study on the Employee Behaviour towards High Performance Work System.

Secondary Objectives

The Secondary Objective is to Study and Understand about the practices of high-performance systems, To Study the principles of high-performance work systems, To Analyse the factors influencing on high-performance work systems.

RESEARCH METHODOLOGY

Sample Size

The sample size of the research study is 133.

Sources of Data

The research study used both Primary data and Secondary Data.

Sampling Techniques

The research study adopted a Simple and Convenience Sampling method and Data Collection was done.

Structure of the Questionnaire

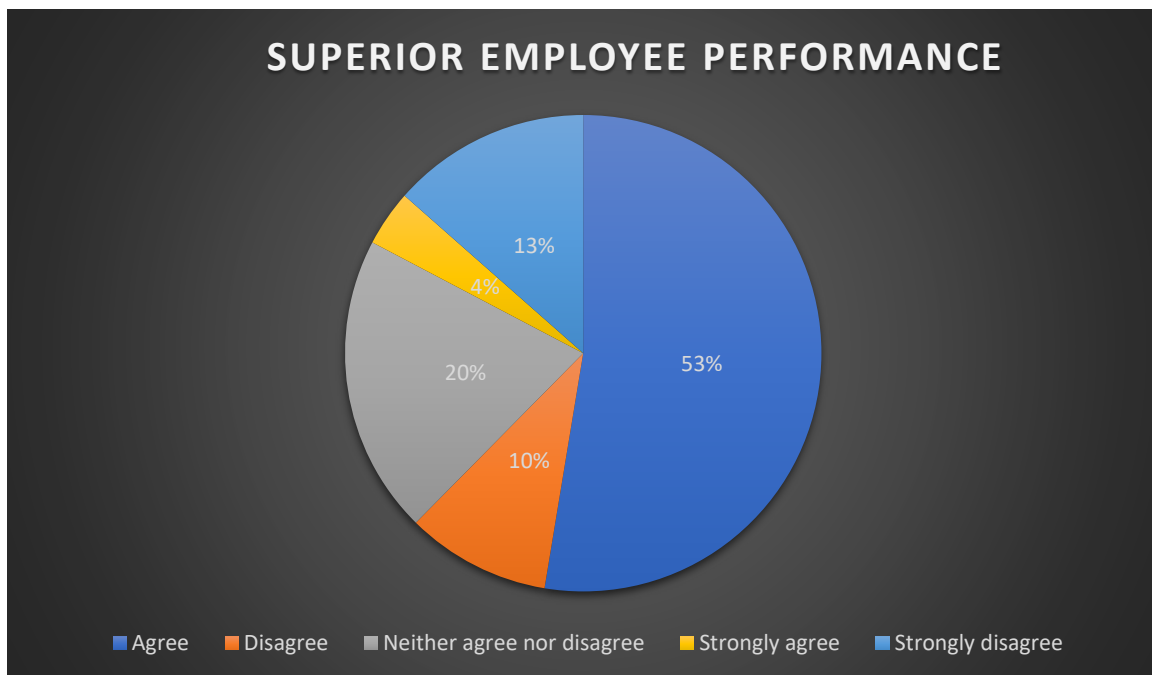
The Quantitative Structured questions and Multiple-choice Questions are asked to the respondents.

DATA ANALYSIS AND INTERPRETATION

DESCRIPTIVE ANALYSIS

1. High performance work system leads to the superior employee performance in your company

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	70	52.6%
Disagree	13	9.8%
Neither agree nor disagree	27	20.3%
Strongly agree	5	3.8%
Strongly disagree	18	13.5%
Total	133	100



INTERPRETATION

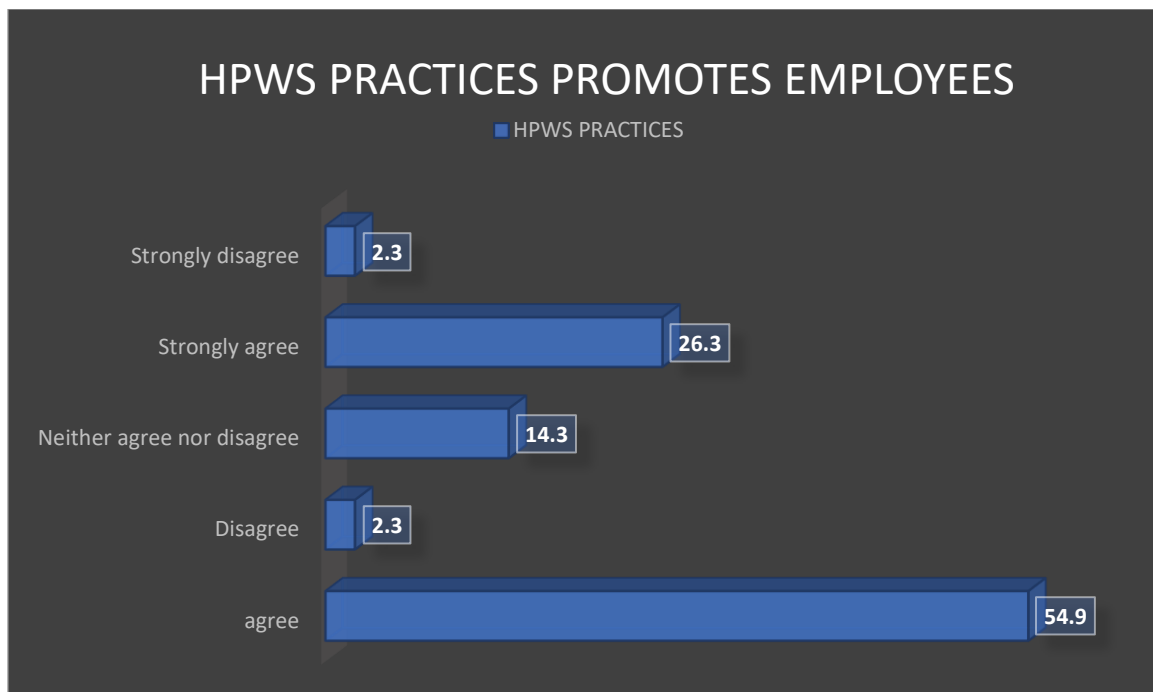
From the above table it is interpreted that 52.6% of the respondents agreed, 9.8% of the respondents disagreed, 20.3% of the respondents neither agreed nor disagreed, 3.8% of the respondents strongly agreed, 13.5% of the respondents strongly disagreed.

INFERENCE

Majority (52.6%) of the respondents agreed to the question.

2. In the base idea with HRM does the HPWS practices in your company promotes the employees with necessary information and skills

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
agree	73	54.9%
Disagree	3	2.3%
Neither agree nor disagree	19	14.3%
Strongly agree	35	26.3%
Strongly disagree	3	2.3%
Total	133	100



INTERPRETATION

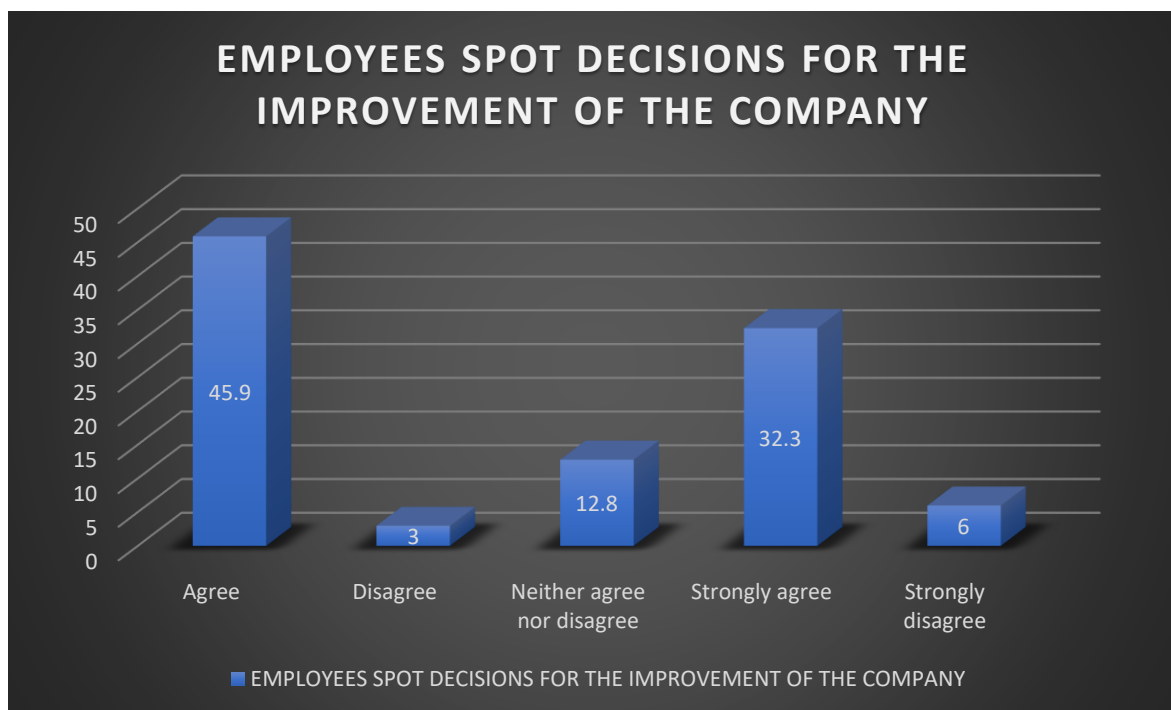
From the above table it is interpreted that 54.9% of the respondents agreed, 2.3% of the respondents disagreed, 14.3% of the respondents neither agreed nor disagreed, 26.3% of the respondents strongly agreed, 2.3% of the respondents strongly disagreed.

INFERENCE

Majority (54.9%) of the respondents agreed.

3. Does your company make the employees responsible for the spot decisions made for the improvement of the company?

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Agree	61	45.9%
Disagree	4	3.0%
Neither agree nor disagree	17	12.8%
Strongly agree	43	32.3%
Strongly disagree	8	6.0%
Total	133	100



INTERPRETATION

From the above table it is interpreted that 45.9% of the respondents agreed, 3% of the respondents disagreed, 12.8% of the respondents neither agreed nor disagreed, 32.3% of the respondents strongly agreed, 6% of the respondents strongly disagreed.

INFERENCE

Majority (45.9%) of the respondents agreed.

4. How well are you satisfied with your work having these practices in your work place environment

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Dissatisfied	5	3.8%
Neither satisfied nor dissatisfied	20	15.0%
Satisfied	71	53.4%
Very dissatisfied	5	3.8%
Very satisfied	32	24.1%
Total	133	100



INTERPRETATION

From the above table it is interpreted that 3.8% of the respondents are dissatisfied, 15% of the respondents are neither satisfied nor dissatisfied, 53.4% of the respondents are satisfied, 3.8% of the respondents are very dissatisfied, 24.1% of the respondents are very satisfied.

INFERENCE

Majority (53.4%) of the respondents are Satisfied.

CHI SQUARE ANALYSIS

AGE OF THE RESPONDENTS

Vs

SIGNIFICANCE LEVEL OF THE HIGH-PERFORMANCE WORK SYSTEM LEADS TO THE SUPERIOR EMPLOYEE PERFORMANCE

H₀ (NULL HYPOTHESIS) = There is no significant relationship between age of the respondents and significance level of good communication between managers and employees.

H₁ (Alternate Hypothesis) = There is a significant relationship between age of the respondents and significance level of good communication between managers and employees.

AGE*I HAVE NOTION THAT HPWS LEADS TO SUPERIOR EMPLOYEE PERFORMANCE CROSSTABLE						
AGE	AGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	STRONGLY AGREE	STRONGLY DISAGREE	TOTAL
18-25 years	39.5	7.3	15.2	2.8	10.2	75.0
26- 35 years	21.1	3.9	8.1	1.5	5.4	40.0
36-45 years	8.9	1.7	3.5	.6	2.3	17.0
45-50 years	0.5	0.1	0.2	.0	0.1	1.0
TOTAL	70.0	13.0	27.0	5.0	18.0	133.0

CHI-SQUARE TESTS

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.090 ^a	12	.608
Likelihood Ratio	10.067	12	.610
N of Valid Cases	133		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .04.			

At 5% level of significance and df (12) the table value is 10.090

Calculated value = 0.04

Significance value ($p=0.005$) < calculated value

H_0 is accepted.

INFERENCE

The results of the “**Pearson Chi-Square**” say that $\chi(12) = 10.090$, $P = 0.04$. This tells us that there is a statistically significant association between the age of the respondents and also high-performance work system leads to superior employee performance.

ONE WAY ANOVA TEST

Hypothesis is set between the age of the respondents and how far they are practicing the HPWS in their company to promote their employees with necessary information and skills.

NULL HYPOTHESIS

H_0 = There is no statistically significant relationship between age the respondents and how far they are practicing the HPWS in the company to promote their employees with necessary information and skills.

ALTERNATIVE HYPOTHESIS

H₁ = There is a statistically significant relationship between age of the respondents and how far they are practicing the HPWS in the company to promote their employees with necessary information and skills.

DESCRIPTIVES								
AGE								
	N	MEAN	STD. DEVIATION	STD. ERROR	95% CONFIDENCE INTERVAL FOR MEAN		MINIMUM	MAXIMUM
					LOWER BOUND	UPPER BOUND		
Agree	73	1.63	.717	.084	1.46	1.80	1	3
Disagree	3	2.00	1.000	.577	-.48	4.48	1	3
Neither agree nor disagree	19	1.63	.831	.191	1.23	2.03	1	4
Strongly agree	35	1.34	.639	.108	1.12	1.56	1	3
Strongly disagree	3	2.33	1.155	.667	-.54	5.20	1	3
Total	133	1.58	.741	.064	1.45	1.71	1	4

ANOVA					
AGE					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.434	4	1.108	2.087	.086
Within Groups	67.987	128	.531		
Total	72.421	132			

INTERPRETATION

This is the table that shows the output of the ANOVA analysis and we have a statistically significant difference between our group means. We can see that the significance level is 0.086, which is more than 0.005. Therefore, there is a statistically significant relationship between the age of the respondents and how far they are practicing the HPWS in their company to promote their employees with necessary information and skills.

CONCLUSION

Elite work frameworks can be characterized as a framework which makes a climate in a business that permits a representative more prominent contribution and duty. Workers are viewed as esteemed accomplices of the business which makes it conceivable to make and keep up upper hand as a result of the responsibility of the workers to assist the business with succeeding. A critical advantage of embracing an elite work framework is an increment in business efficiency what's more, effectiveness. At the point when your representatives have a voice, they can air their concerns and ideas for upgrades and be sure they will be tuned in to.

This improves representative perspectives and group execution. This can likewise improve the dynamic interaction by enabling your representatives to be effectively included. Improved dynamic, thusly, will straightforwardly affect how proficiently your

business runs and the efficiency of your workers. From the examination it is discovered that larger part of the representatives is not getting the appropriate preparing in their organization. The majority of them are happy with their work however they have hardly any more ideas and suppositions to be added upon on their organization to persuade them and lift them up with their work and vital compensation and motivating forces. They likewise searched up for the better information and particular recruiting measure that necessities to done in their organization so they get more occupied with their work.

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