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Item-wise ANOVA Analysis of Human Resource Development Climate in Indian Information Technology Organizations

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Abstract---*Human resource development climate is an integral part of organizational climate. The present paper examines ANOVA analysis of human resource development climate of different information technology organizations in India. The study is based on survey of in 13 selected information technology organizations such as Tata Consultancy Services, Wipro Technologies, Infosys Technologies Ltd., Hindustan Computer Ltd. (HCL), Dell International, Birlasoft, Pyramid Consulting Inc., Quark Inc., Semi-Conductor Laboratory (SCL Ltd.), Alcatel-Lucent Technologies, Attra, Kanbay International and Omnia Technologies from Delhi, Bangalore, Pune, Chandigarh and Mohali respectively. The results from ANOVA analysis proves that human resource development climate in information technology sector varies from organization to organization.*

Keywords---*ANOVA analysis, human resource development climate, information technology organizations.*

Introduction

Human resources are the most valuable and unique asset of an organization. Nowadays, the world has become a global village, so managing and developing different employees belonging to different cultures under one organization is a very dynamic and challenging task. The nature of the human resource is not similar in mental abilities, traditions, sentiments, and behavior. They are widely different from each other as an individual person and as a group of persons. It is very difficult to attract, develop, retain and satisfy all employees simultaneously for an organization to get a desirable outcome. It is, therefore, necessary for all human resources managers to understand and give due importance to the different human resource policies and activities in the organization (Mamoria & Gankar, 2002; ICFAI 2004). Peter Drucker, who is credited with the first coining of the term 'Knowledge Workers' or 'Knowledge HR', observed in his book, *Post Capital Society* (1993), that we are entering in a knowledge society. Where the basic economic resource is no longer capital, natural resource or labor but is and will be knowledge workers who play a central role. He suggested that various classes of knowledge workers, of which high knowledge workers include professionals, such as doctors, teachers, and consultants, who deal mainly in the realm of the mind. While on the other hand, another class of knowledge workers is – the knowledge technicians who work with their hands and brains in the industries of IT, medical and other areas. In highly skilled intensive and knowledge-intensive industries like information technology industry, human resource plays a vital role. This industry needs highly skilled, talented and well-learned human resource.

Objectives of Present Study

The objectives of the present study, "Item-Wise ANOVA Analysis of Human Resource Development Climate in Indian Information Technology Organisations" is as follows:

- a) To observe and analyze the human resource development climate prevailing in the information technology industry.
- b) To analyze and compare the human resource development climate prevailing in the selected information technology organizations.

- c) To examine the human resource development climate in different Indian information organizations is similar or dissimilar.

Review of Literature

A survey of human resource development practices was conducted by Rao (1984), covering 53 different organizations in India. This survey indicates, by and large, a positive trend of using open appraisal system, improving the training function, making up organizational development activities and using employees counseling by an increasingly large number of companies. All in all, human resource development seems to be becoming a significant aspect of work and life in many organizations. Rao & Abraham (1991), studied the human resource development climate in the surveyed organizations and found it to be at an average level in India. Aileni (1995), examined the relationship between organizational climate and job satisfaction of the lower level managers in a public sector undertaking. The study reveals that the satisfied group gave top ranks to an interpersonal relationship, risk-taking, and management of rewards. On the other side, the dissatisfied group gave top priority to supervision, communication, and decision-making. Jain & Singhal (1997), study took into account three human resource development mechanisms including management policy, potential appraisal and organizational development to study variances of human resource development climate on account of these mechanisms. The effect of personal factors on human resource development climate was found to be low but positive. Pillai (2000), makes an attempt to study the influence of the human resource development climate existing in banks on the learning orientation of the employees. The findings of the study show that about 57 percent of respondents perceive the learning, and development climate existing in banks as moderate. Pattanayak (2000), conducted a study on, the effect of shift-work and hierarchical position on satisfaction, commitment, stress and human resource development climate in a steel plant. The study calls for greater emphasis to be laid on human resource development interventions for improving organizational synergy. Tripathi & Nachiketa Tripathi (2002), studied the relationship between organizational climate and organizational success; which includes effectiveness, job satisfaction, organizational commitment and intention to quit. The results show that the climate is highly correlated with all components of effectiveness. Ganesan *et al.*, (2002), studied the 'Determinants of Employee Relations Climate in Public Sector Undertakings.' The study revealed that by improving factors like working conditions, level of supervision, communication and worker's participation etc. favorable climate can be achieved. Purang (2006), in a comparative study of Public, Private and Multinational organizations shows that the human resource development climate scores of the two private organizations and the MNC are significantly higher than the two PSUs. Majee (2006), study of Chittaranjan Locomotive Workshop finds a moderate level of HRD Climate with a lot of scope for improvement because HRD climate is the lifeblood of the organization. Mufeed (2006), highlights the need for a focus on key elements of human resource development in hospitals. Lim *et al.*, (2006), study reveals that trainees' characteristics, instructional factors, and organizational climate are closely correlated with both the trainees perceived learning and learning transfer collectively. Srimannarayana (2007), attempted to assess the extent of human resource development climate in Dubai organizations, such as shipping, banking, tourism, trading, and food businesses. The results reveal the moderate level of general HRD climate in the organizations. Saraswathi (2010), study revealed that the three variables: General Climate, HRD Mechanisms and OCTAPACE culture (Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration, and Experimentation) are better in software organizations compared to manufacturing organizations. (Kashi Singh & Abhijit Bhattacharya 2008), conducted a study on, 'High-Performance Organisations: Relationship with Human Resource Policies and Practices,' to examine the relationship between organizational performance and human resource policies and practices. It is hypothesized that human resource policies and practices will have a positive relationship with organizational performance. A list of 300 companies is prepared. The data used in this study is collected from 49 organizations consisting of 18 public sectors and 31 private sectors. Pearson correlation and step-wise regression analysis are used to analyze the data. For measuring organizational performance and human resource policy, five-point Likert-scale scores ranging from 1 to 5 is used. Saraswathi (2010), study revealed that the three variables: General Climate, HRD Mechanisms and OCTAPACE culture (Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration, and Experimentation) are better in software organizations compared to manufacturing organizations.

Research Method

In the present paper, organisation-wise ANOVA analysis of human resource development climate of information technology sector has been studied. The present research is carried out in 13 selected different information technology organisations, such as Tata Consultancy Services, Wipro Technologies, Infosys Technologies Ltd., Hindustan Computer Ltd. (HCL), Dell International, Birlasoft, Pyramid Consulting Inc., Quark Inc., Semi-Conductor Laboratory (SCL Ltd.), Alcatel-Lucent Technologies, Attra, Kanbay International and Omnia Technologies from Delhi, Bangalore, Pune, Chandigarh and Mohali respectively.

Human resource development climate survey includes the ten different dimensions of the study. These ten different dimensions are - rigorous selection process, value-based induction, comprehensive training, team-based job design, working conditions/environment, employee-friendly work environment, development-oriented performance appraisal, compensation, career development and value-added incentives. These dimensions include - 54 items in the questionnaire of human resource development climate survey. In this study five-point, Likert-scale has been used to evaluate the prevailing human resource development climate dimensions in information technology organizations.

Results and Analysis

Sample-Size of Selected Information Technology Organisations

The table 1 indicates that the sample size is different for different organizations. It ranged from 25 to 50. Out of total 13 information technology organizations, eight organizations are software, four are BPOs and one is hardware.

Item-Wise ANOVA Analysis of Different Information Technology Organisations

One-way ANOVA analysis has been used to analyze the item-wise mean differences among the means of different 13 information technology organizations. Human resource development climate survey includes the ten different dimensions of the study. These ten dimensions include - 54 items in the questionnaire of human resource development climate survey. Item-wise ANOVA analysis of mean scores of various items in the human resource development climate survey shows that whether the item-wise mean scores among 13 organizations are significantly different from each other or not. If the calculated value of F statistic of an item is higher than the tabulated value at 1% or 5% level of significance, we can conclude that there are significant mean differences among 13 information technology organizations. Results of ANOVA analysis in table 2 show that all the item-mean scores of these organizations are significantly different from each other as the calculated values of F ratio are higher than tabulated values of F ratio. Thus, the null hypothesis of equal means of these organizations is rejected and we can conclude that human resource development climate varies from organization to organization.

Conclusion

Provide a statement that what is expected, as stated in the "Introduction" chapter can ultimately result in "Results and Discussion" chapter, so there is compatibility. Moreover, it can also be added the prospect of the development of research results and application prospects of further studies into the next (based on result and discussion).

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Table 1
Sample Size of Selected Information Technology Organisations

S. No.	Name of Organisations	Nature of Organisations	Sample-Size
1	Tata Consultancy Services	Software	30
2	Wipro Technologies	Software	30
3	Infosys Technologies Ltd.	Software	30
4	Hindustan Computer Ltd.(HCL)	BPO	30
5	Dell International	BPO	50
6	Birlasoft	Software	25
7	Pyramid Consulting Inc.	BPO	50
8	Semi-Conductor Laboratory (SCL)	Hardware	30
9	Alcatel-Lucent Technologies	Software	50
10	Attrra	Software	35
11	Kanbay International Inc.	Software	40
12	Omnia Technologies	BPO	50
13	Quark	Software	50

Source: Primary Survey

Table 2
Item-Wise ANOVA Analysis of Different Information Technology Organisations

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
(A) Rigorous Selection Process					
1. Select the candidates, our company conducts					
(a) Written Test	Between groups	27.2775	12	2.27	*5.0113
	Within groups	220.9048	487	0.45	
	Total	248.1823	499		
(b) Test On Programming Skills	Between groups	43.9785	12	3.66	*8.0504
	Within groups	221.7013	487	0.46	
	Total	265.6798	499		
(c) Technical Interview	Between groups	32.4220	12	2.70	*8.5253
	Within groups	154.3390	487	0.32	
	Total	186.7610	499		
(d) General Interview	Between groups	47.3615	12	3.95	*12.3562
	Within groups	155.5562	487	0.32	
	Total	202.9177	499		
2. Our company looks at candidate's ability to work in a team.	Between groups	36.3835	12	3.03	*7.0039
	Within groups	210.8198	487	0.43	
	Total	247.2033	499		
(B) Value-Based Induction					

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
1. Our Company organizes a formal induction programme for new comers very effectively	Between groups	65.7905	12	5.48	*15.7927
	Within groups	169.0657	487	0.35	
	Total	234.8562	499		
2. Induction training provides an excellent opportunity for new comers to learn comprehensively about					
(a) The organisation in general	Between groups	46.0720	12	3.84	*9.2067
	Within groups	203.0874	487	0.42	
	Total	249.1594	499		
(b) Its mission and goals	Between groups	52.6185	12	4.38	*10.6288
	Within groups	200.9095	487	0.41	
	Total	253.5280	499		
(c) Its norms and values	Between groups	51.3160	12	4.28	*11.7268
	Within groups	177.5912	487	0.36	
	Total	228.9072	499		
(d) Its customs	Between groups	54.8030	12	4.57	*10.6395
	Within groups	209.0407	487	0.43	
	Total	263.8437	499		
3. Induction training is used as an opportunity in our company to create bonds between the company and the new employees.	Between groups	45.7780	12	3.81	*8.9106
	Within groups	208.4962	487	0.43	
	Total	254.2742	499		
4. The new recruits find induction training very useful in this organisation.	Between groups	40.5905	12	3.38	*7.0570
	Within groups	233.4264	487	0.48	
	Total	274.0169	499		
(C) Comprehensive Training					
1. The training needs of each individual are identified in order to develop critical skills needed for the assigned work.	Between groups	49.3988	12	4.12	*8.2929
	Within groups	241.7464	487	0.50	
	Total	291.1452	499		
2. When employees are sponsored for training, they take it seriously	Between groups	70.8125	12	5.90	*9.7018
	Within groups	296.2131	487	0.61	
	Total	367.0256	499		
3. The technical skills of the employees are constantly upgraded through a variety of training programmes, workshops and seminar	Between groups	66.9480	12	5.58	*11.9603
	Within groups	227.1664	487	0.47	
	Total	294.1144	499		
(D) Team-Based Job Design					
1. Self-managed work teams and semi-autonomous work groups are the building blocks of the work system	Between groups	51.1850	12	4.27	*7.9903
	Within groups	259.9724	487	0.53	
	Total	311.1574	499		

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
2. The actual job duties are shaped more by the employees than by a specific job description	Between groups	32.1330	12	2.68	*5.1195
	Within groups	254.7257	487	0.52	
	Total	286.8587	499		
3. Employees are given the details of the consumers and their requirements	Between groups	47.2480	12	3.94	*9.5884
	Within groups	199.9800	487	0.41	
	Total	247.2280	499		
4. Individuals and groups are involved in making decisions that affect their work	Between groups	47.6630	12	3.97	*9.3726
	Within groups	206.3817	487	0.42	
	Total	254.0447	499		
(E) Working Conditions/ Environment					
1. The quality of physical conditions provided in the work-place is good.	Between groups	16.0200	12	1.34	*2.9909
	Within groups	217.3712	487	0.45	
	Total	233.3912	499		
2. Our company provider excellent infrastructure and support services for high performance.	Between groups	54.9965	12	4.58	*8.2172
	Within groups	271.6181	487	0.56	
	Total	326.6146	499		
3. Sources of frequent interruption or distraction that degrade the effectiveness of work environment are identified and minimized	Between groups	46.9715	12	3.91	*9.0086
	Within groups	211.6048	487	0.43	
	Total	258.5763	499		
4. Periodic improvements are made to the work environment that increases effectiveness in performing work	Between groups	49.9730	12	4.16	*8.7869
	Within groups	230.8057	487	0.47	
	Total	280.7787	499		
5. Sanitation, ventilation and furnishing facilities in the company are good	Between groups	75.6465	12	6.30	*14.9399
	Within groups	205.4895	487	0.42	
	Total	281.1360	499		
6. Canteen and refreshment facilities arrangement are good	Between groups	76.0390	12	6.34	*12.3835
	Within groups	249.1962	487	0.51	
	Total	325.2352	499		
7. Safety standards maintained by the department are good	Between groups	68.5980	12	5.72	*14.4901
	Within groups	192.1274	487	0.39	
	Total	260.7254	499		
(F) Employee Friendly Work Environment					
1. The top management believes that human sources are an extremely important resource and that they have to be treated more humanly.	Between groups	87.6055	12	7.30	*14.8151
	Within groups	239.9798	487	0.49	
	Total	327.5853	499		
2. The top management of this organisation goes out of its way to make sure that employees enjoy their work	Between groups	70.1735	12	5.85	*11.4846
	Within groups	247.9731	487	0.51	
	Total	318.1466	499		
3. The top management is willing to invest a considerable	Between groups	89.5615	12	7.46	*14.8235

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
part of their time and other resource to ensure the development of employees.	Within groups	245.1990	487	0.50	
	Total	334.7605	499		
4. The top management of this organisation makes efforts to identify and utilize the potential of employees.	Between groups	75.1835	12	6.27	*13.2674
	Within groups	229.9779	487	0.47	
	Total	305.1614	499		
5. Seniors guide their juniors and prepare them for future responsibilities / roles they are likely to take-up	Between groups	59.5505	12	4.96	*8.8963
	Within groups	271.6581	487	0.56	
	Total	331.2086	499		
6. When seniors delegate authority to juniors, the juniors use it as an opportunity for development	Between groups	58.6265	12	4.89	*8.6682
	Within groups	274.4798	487	0.56	
	Total	333.1063	499		
7. Employees are not afraid to express or discuss their feeling with their colleagues.	Between groups	109.7160	12	9.14	*17.2468
	Within groups	258.1724	487	0.53	
	Total	367.8884	499		
8. Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	Between groups	65.0325	12	5.42	*8.2775
	Within groups	318.8448	487	0.65	
	Total	383.8773	499		
9. Employees are not afraid to express or discuss their feelings with their superiors.	Between groups	87.9220	12	7.33	*16.5863
	Within groups	215.1274	487	0.44	
	Total	303.0494	499		
10. Employees are not afraid to express or discuss their feelings with their subordinates.	Between groups	83.2965	12	6.94	*16.3402
	Within groups	206.8798	487	0.42	
	Total	290.1763	499		
11. Employees are encouraged to experiment with new methods and try out creative ideas.	Between groups	125.2725	12	10.44	*22.4939
	Within groups	226.0162	487	0.46	
	Total	351.2887	499		
12. Weakness of employees is communicated to them in a non-threatening way.	Between groups	80.3895	12	6.70	*13.3509
	Within groups	244.3629	487	0.50	
	Total	324.7524	499		
13. Employees in this organisation are very informal and do not hesitate to discuss their personal problems with their superiors/ subordinates.	Between groups	75.9590	12	6.33	*10.7058
	Within groups	287.9429	487	0.59	
	Total	363.9019	499		
14. Communication in the organisation is both at upwards and downward is effective.	Between groups	83.5830	12	6.97	*15.4322
	Within groups	219.8057	487	0.45	
	Total	303.3887	499		
15. People in this organisation don't have any fixed mental impression about each other.	Between groups	59.6320	12	4.97	*9.1066
	Within groups	265.7495	487	0.55	
	Total	325.3815	499		
16. Team spirit is of high order in this organisation.	Between groups	64.5290	12	5.38	*10.2916
	Within groups	254.4590	487	0.52	

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
	Total	318.9880	499		
(G) Development Oriented Performance Appraisal					
1. Our performance appraisal system provides feedback from superiors.	Between groups	67.6735	12	5.64	*12.8039
	Within groups	214.4981	487	0.44	
	Total	282.1716	499		
2. There is high employee participation in the appraisal process.	Between groups	66.5395	12	5.54	*12.6220
	Within groups	213.9429	487	0.44	
	Total	280.4824	499		
3. Performance appraisal is based on					
(a) Individual results	Between groups	73.0000	12	6.08	*12.0577
	Within groups	245.7007	487	0.50	
	Total	318.7007	499		
(b) Group results	Between groups	57.8340	12	4.82	*12.9009
	Within groups	181.9324	487	0.37	
	Total	239.7664	499		
(c) Quantifiable standards, such as the value of project completed.	Between groups	55.2235	12	4.60	*9.5256
	Within groups	235.2781	487	0.48	
	Total	290.5016	499		
(d) Qualitative standards, such as teamwork.	Between groups	80.6495	12	6.72	*15.9880
	Within groups	204.7179	487	0.42	
	Total	285.3674	499		
4. The objective of the appraisal process is employee's development.	Between groups	49.0990	12	4.09	*8.4092
	Within groups	236.9540	487	0.49	
	Total	286.0530	499		
5. If performance problems occur they are discussed with the appropriate individuals or groups.	Between groups	60.7560	12	5.06	*12.3081
	Within groups	200.3295	487	0.41	
	Total	261.0855	499		
6. Performance appraisal reports in our organisation are based on objective assessment and adequate information and not on favoritism.	Between groups	60.6645	12	5.06	*12.4831
	Within groups	197.2248	487	0.40	
	Total	257.8893	499		
(H) Compensation					
1. Each individual's compensation package is determined through a document procedure that is consistent with organisation's compensation policy, strategy and plan.	Between groups	58.5695	12	4.88	*9.8989
	Within groups	240.1229	487	0.49	
	Total	298.6924	499		
2. Compensation is primarily determined by results achieved / contribution to the company.	Between groups	38.5930	12	3.22	*7.0405
	Within groups	222.4600	487	0.46	
	Total	261.0530	499		
3. Decisions regarding an individual's compensation package are communicated to the individual.	Between groups	36.9065	12	3.08	*6.1268
	Within groups	244.4645	487	0.50	

Particulars	ANOVA	Sum of Squares	df	Mean Squares	F
	Total	281.3710	499		
4. In our company high performers are given higher pay package.	Between groups	64.8205	12	5.40	*13.9640
	Within groups	188.3864	487	0.39	
	Total	253.2069	499		
(I) Career Development					
1. In our company a personal development plan is created and maintained for each individual.	Between groups	68.0800	12	5.67	*9.8780
	Within groups	279.7050	487	0.57	
	Total	347.7850	499		
2. Company provides every employee with opportunities to choose a career path to suit the individual's core competence.	Between groups	56.3550	12	4.70	*7.9002
	Within groups	289.4967	487	0.59	
	Total	345.8517	499		
3. An individual's development plan and activities are periodically reviewed to determine whether organisational competency needs will be met.	Between groups	50.1160	12	4.18	*7.1386
	Within groups	284.9124	487	0.59	
	Total	335.0284	499		
4. Individuals in this company have clear career paths within the organisation.	Between groups	58.3285	12	4.86	*8.8112
	Within groups	268.6531	487	0.55	
	Total	326.9816	499		
5. Our company has created a learning environment in the organisation for both professional and personal growth.	Between groups	62.4260	12	5.20	*9.2921
	Within groups	272.6450	487	0.56	
	Total	335.0710	499		
6. Job rotation in this organisation facilitates employee development.	Between groups	68.2830	12	5.69	*9.6003
	Within groups	288.6524	487	0.59	
	Total	356.9354	499		
(J) Value-Added Incentives					
1. Employees are offered an extremely flexible compensation and benefits package like housing assistance, stock options, soft loans and asset acquisition assistance.	Between groups	83.2505	12	6.94	*7.4058
	Within groups	456.2074	487	0.94	
	Total	539.4579	499		
2. Extensive performance-based incentives and bonuses are available to all employees.	Between groups	70.0488	12	5.84	*9.1501
	Within groups	310.6867	487	0.64	
	Total	380.7355	499		

Source: Primary Survey

* Significant at 1% level of significance

** Significant at 5% level of significance