

TABLE OF CONTENTS

Chapter Number	Chapter Title	Page Number
	List of Tables	
	List of Charts	
	List of Figures	
	List of Abbreviations used	
I	Introduction	1
II	Review of Literature	14
III	Research Methodology	50
IV	Analysis and Interpretation	59
	4.1: Introduction	59
	4.2: Part I – Analysis of Means and ANOVA	61
	4.3: Part II – Discrimnant Function Analysis	124
	4.4: Part III – Structural Equation Modelling	133
	4.5: Part IV – Discussion	225
V	Findings, Suggestions & Conclusion	230
	Appendices	
	A. Questionnaire	
	B. ANOVA Tables	
	C. References	

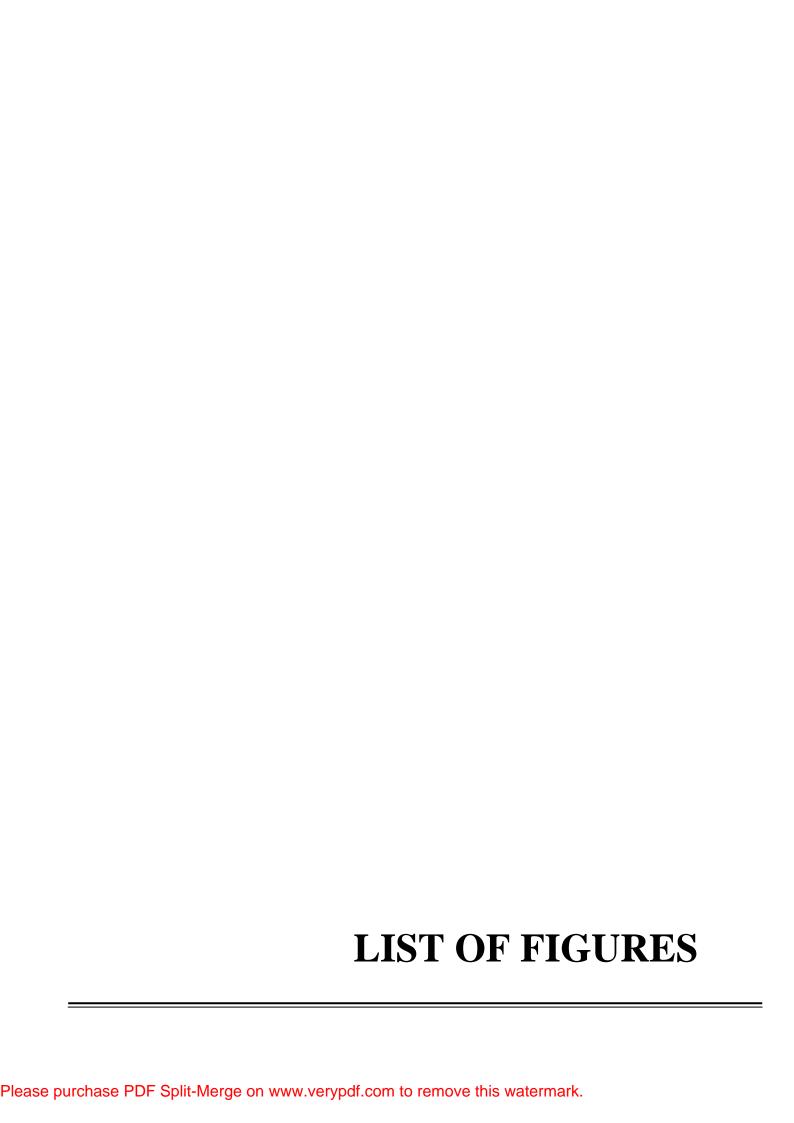


LIST OF TABLES

Table Number	Table Title	Page Number
4.1	Demographic profile of respondents	61
4.2	Organisation fit	63
4.3	Remuneration and Recognition	65
4.4	Training and Career Development	68
4.5	Challenging Assignments	71
4.6	Organisational Leadership	74
4.7	Team Relationship	77
4.8	Communication	80
4.9	Working Environment	82
4.10	Organisational Commitment	85
4.11	Turnover Intention	88
4.12	Procedural Fairness	91
4.13	Interpersonal Trust	94
4.14	Summary of Hypothesis Testing	96
4.15	Comparison of dimensions of Human resource factors between male and female respondents	101
4.16	Comparison of dimensions of Human resource factors between married and single respondents	102
4.17	Comparison of dimensions of Human resource factors according to age	103
4.18	Comparison of dimensions of Human resource factors according to experience	105
4.19	Comparison of dimensions of Human resource factors according to type of HEI: Private and Public	107
4.20	Comparison of dimensions of Human resource factors according to type of supervision	108
4.21	Comparison of dimensions of Organisational Culture factors between male and female respondents	110

4.22	Comparison of dimensions of Organisational Culture factors between married and single respondents	111
4.23	Comparison of dimensions of Organisational Culture factors according to age	112
4.24	Comparison of dimensions of Organisational Culture factors according to experience	114
4.25	Comparison of dimensions of Organisational Culture factors based on type of HEI	116
4.26	Comparison of dimensions of Organisational Culture factors based on type of supervision	117
4.27	Comparison of dimensions of performance appraisal perceptions between male and female respondents	118
4.28	Comparison of dimensions of performance appraisal perceptions between married and single respondents	119
4.29	Comparison of dimensions of performance appraisal perceptions based on age	120
4.30	Comparison of dimensions of performance appraisal perceptions based on experience	121
4.31	Comparison of dimensions of performance appraisal perceptions based on type of HEI	122
4.32	Comparison of dimensions of performance appraisal perceptions based on type of supervision	123
4.33	Canonical Discriminant Functions coefficients	126
4.34	Canonical Discriminant Functions	127
4.35	Canonical Discriminant Functions evaluated at group means	128
4.36	Prior probabilities for groups	128
4.37	Classification Results	130
4.38	Structure Matrix	131
4.39	Reliability Coefficients for constructs used in the study	138
4.40	Construct used in the research model for Human Resources factors	142

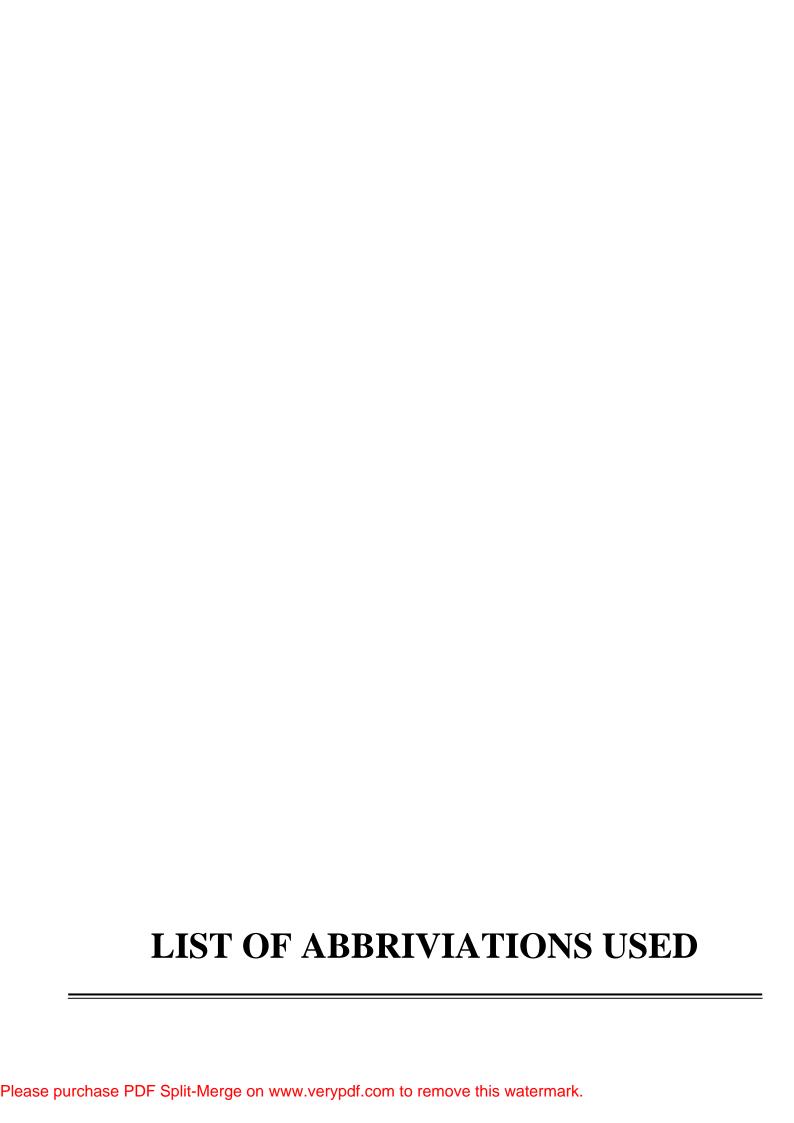
4.41	Modification Indices for covariances for Remuneration and	146
	Recognition	140
4.42	Modification Indices for covariances for HR factors	155
4.43	Unstandardised regression coefficients for HR factors	158
4.44	Constructs used in the research model for organisational culture factors	161
4.45	Modification Indices for covariances for Team Relationship	165
4.46	Modification Indices for covariances for Working Environment	170
4.47	Modification Indices for covariances for Organisational Culture Factors	175
4.48	Unstandardised regression coefficients Organisational Culture Factors	177
4.49	Modification Indices for covariances	182
4.50	Constructs used in the research model for Performance appraisal perception	187
4.51	Modification Indices for covariances for Procedural Fairness	192
4.52	Modification Indices for covariances for Interpersonal Trust	198
4.53	Regression Weights	202
4.54	Model Estimation for PAP on OC	207
4.55	Model Estimation for PAP on TI	210
4.56	Model Estimation for PAP on OC mediated by HR Factors and Organsiational Culture Factors	215
4.57	Direct, Indirect and Total Effects – Unstandardised	218
4.58	Direct, Indirect and Total Effects –Standardised	221



LIST OF FIGURES

Figure Number	Figure Title	Page Number
2.1	A strategic HRM Model	22
2.2	Links between HR policy, practices, employee experiences and responses to various outcomes	27
2.3	Model of links between HRM and Performance	28
4.1	Demographic profile of respondents	62
4.2	Research model	135
4.3	CFA model for Organisation Fit	144
4.4	CFA model for Remuneration and Recognition – Revised	147
4.5	CFA model for Training and Career Development	149
4.6	CFA model for Challenging Employment assignment and opportunities – revised	151
4.7	CFA model for HR factors	154
4.8	CFA model for HR factors – revised	157
4.9	CFA model for Organisational Leadership	163
4.10	CFA model for Team Relationship - Revised	165
4.11	CFA model for Communication	167
4.12	CFA model for working environment	169
4.13	CFA model for working environment – revised	171
4.14	CFA model for Organisational Factors	173
4.15	CFA model for Organisational commitment	181
4.16	CFA model for Organisational commitment – revised	183
4.17	CFA model for Turnover Intention	186
4.18	CFA model for Procedural Fairness	190
4.19	CFA model for Procedural Fairness - revised	193

4.20	CFA model for Interpersonal Trust Measures	196
4.21	CFA model for Interpersonal Trust Measures – revised	198
4.22	CFA model for Performance Appraisal Perception	201
4.23	SEM for Performance Appraisal Perception on Organisational Commitment	206
4.24	SEM for Performance Appraisal Perception on Turnover Intention	209
4.25	SEM of Performance appraisal perception on Organisational Commitment and Turnover Intentions	213



LIST OF ABBREVIATIONS USED

CA Challenging Assignments

CFA Confirmatory Factor Analysis

CO Communication

HEIs Higher Education Institutions

HoD Head of the Academic Department

HR Human Resources

HRM Human Resources Management

IT Interpersonal Trust

OC Organisational Commitment

OF Organisational Fit

OL Organisational Leadership

ORG Organisational Culture Factors

PAP Performance Appraisal Perceptions

PF Procedural Fairness

RR Remuneration and Recognition

SEM Structural Equation Modelling

TC Training and Career Development

TI Turnover Intention

TR Team Relationship

WE Working Environment