CHAPTER IV

ANALYSIS AND INTERPRETATION

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4.1 Introduction

This chapter presents the core of the research conducted, i.e., the analysis and interpretation of primary data that was collected through questionnaires. Questionnaires were sent to the target population of Indian lecturers working in Oman which was around 750 members. However, the number of returned questionnaires was 537 which formed the sample size for this study. The questionnaires were distributed and collected by requesting someone from each of the institutions through the researcher's network of academicians.

The data collected were organized as simple tables and analyzed using appropriate statistical tools, such as percentage analysis, averages, standard deviation, ANOVA, t-tests and Discriminant Function Analysis. Apart from Multiple Regression Analysis and Factor Analysis, Structural Equation Modeling has been used to ascertain the relationship between the HR factors considered in the study. The justification of using the SEM approach is presented below.

The main objective of this research is to investigate the effect of various HR practices, Organisational Culture factors etc., and to ascertain the mediation effect of these in perceptions of performance appraisal fairness, Organisational commitment and turnover intention. In order to test the model, SEM is considered appropriate.

The chapter has been organized in two parts i.e., Part – I which deals with presentation of data collected, analysis and interpretation of results and Part – II which deals with the discussion of results.

Table 4.1 and figure 4.1 presented in the following pages depict the demographic profile of the respondents. It is seen that there are 365 male respondents and 172 female respondents. The reasons for the inadequate representation of the male and female respondents is due to the fact that only Indian Expatriates were considered for the study and this is largely due to the willingness of women in taking overseas employment.

It can also be seen that the number of "single" respondents is much less than the "married" counterparts. This is also attributed to the fact that as the experience of the respondents increases the better the chances of working aborad.

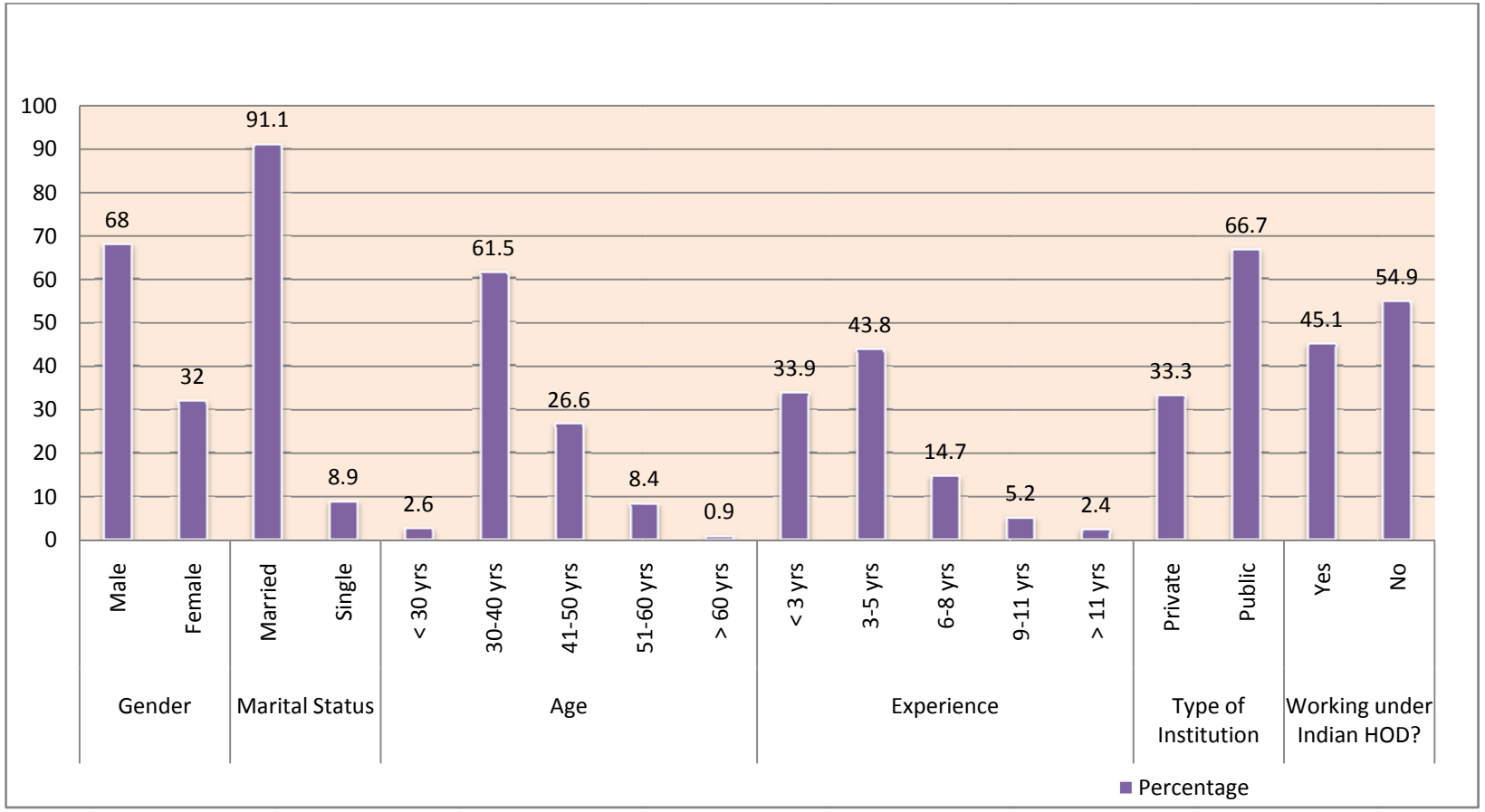
A majority of the respondents belong to the age group of 30-40 years and similarly the experience group of 3-5 years has maximum number of respondents. The respondents according to the type of HEI was in the ratio of 1:2 for Private and Public HEIs while there were almost equal number of respondents working under Indian HoD and HoDs of other nationalities.

4.2 Part –I – Analysis of Means and ANOVA

Table 4.1: Demographic profile of respondents

Description	Group	Number of respondents	Percentage
Gender	Male	365	68.0
	Female	172	32.0
Marital Status	Married	489	91.1
	Single	48	8.9
Age	< 30 yrs	14	2.6
	30-40 yrs	330	61.5
	41-50 yrs	143	26.6
	51-60 yrs	45	8.4
	> 60 yrs	5	0.9
Experience	< 3 yrs	182	33.9
	3-5 yrs	235	43.8
	6-8 yrs	79	14.7
	9-11 yrs	28	5.2
	> 11 yrs	13	2.4
Type of Institution	Private	179	33.3
	Public	358	66.7
Working under Indian HOD?	Yes	242	45.1
	No	295	54.9

Source: Primary Data



Source: Primary Data

Figure 4.1 Chart showing the demography of respondents

HUMAN RESOURCES FACTORS

Organizational Fit

The following hypothesis was formulated to test the Organisation fit:

$H_0$1: The perceptions of organization fit do not differ significantly based on by

According to table 4.4, it can be observed that the mean scores for training and development does not vary significantly for the respondent personal factors such as gender (12.73 and 12.23), marital status (12.56 and 12.73), age (11.33- 14.40), years of experience ranged from 11.46 – 13.10 and also with respect to the type of institution private institutions was 12.41 and public institutions was 12.65.

However, when the mean score for type of supervision received i.e., whether they worked under an Indian HoD colleges the mean scores for respondents working under an Indian HoD was 13.05 and the score for respondents working under HoD of different nationalities was 12.18 which varied significantly at a 5% level. This shows that the perceptions regarding training and development initiatives were largely appropriate in HEIs, except in cases when the academicians work under the supervision of an Indian HoD.

The t-test was applied to test whether mean scores of dimensions of "Training and career development" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 1.521, for marital status of respondents the t-value was 0.316 and for the type of institution in which the respondents were employed, it was observed to be 0.743 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However, the type of supervision received i.e., whether or not the respondents worked under an Indian HoD, the 't' value was 2.770 which is higher than the table value of 2.585 at a 5% significance level. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "Training and career development score" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 2.158 for groups defined by age and 1.662 for groups defined by the experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

Challenging Assignments

The following hypothesis was formulated to test the Challenging assignments:

H_o4: The perceptions on challenging assignments do not differ significantly based on personal factors

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.5.

Table 4.5: Challenging Assignments

Personal profile		Challenging Assignments			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	13.43	3.22	365	0.247		1.964	Not Significant
	Female	13.50	3.09	172				
Marital Status	Married	13.47	3.12	489	0.553		1.964	Not Significant
	Single	13.21	3.78	48				
Age	< 30 yrs	12.14	4.50	14		2.098	2.389	Not Significant
	30-40 yrs	13.45	3.01	330				
	41-50 yrs	13.87	3.38	143				
	51-60 yrs	12.58	2.80	45				
	> 60 yrs	13.00	5.43	5				
Experience	< 3 yrs	13.53	3.22	182		1.177	2.389	Not Significant
	3-5 yrs	13.34	3.08	235				
	6-8 yrs	13.62	3.27	79				
	9-11 yrs	14.07	3.37	28				
	> 11 yrs	11.92	3.17	13				
Type of Institution	Private	13.59	3.01	179	0.701		1.964	Not Significant
	Public	13.38	3.26	358				
Working under Indian HoD?	Yes	13.90	3.19	242	3.023		2.585	Significant at 5% level
	No	13.08	3.12	295				

Source Primary Data

According to table 4.5, the mean scores for challenging assignments does not vary significantly for the respondent personal factors such as gender (13.43 and 13.50), marital status (13.47 and 13.21), the means scores for respondents age ranged from 12.14 – 13.87 and for the years of experience it ranged from 11.92 – 14.07. When the mean scores for the type of institution was considered the man scores for respondents working in private institutions was 13.59 and for those working in public institutions was 13.38. However, with respect to the supervision received i.e., whether or not the respondents were working under an Indian HoD the score for respondents working under an Indian HoD was 13.90 and for those working under HoD of different nationality was 13.08. This score varied significantly at a 5% level.

The t-test was applied to test whether mean scores of dimensions of "Challenging Assignments" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 0.247, for marital status of respondents the t-value was 0.553 and for the type of institution in which the respondents were employed, it was observed to be 0.701 which is below the table value of 1.964 and hence there is no significant differences.

However, the type of supervision received i.e., whether or not the respondents worked under an Indian HoD, the 't' value was 3.023 which is higher than the table value of 2.585 at a 5% significance level. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "challenging assignments score" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 2.098 for age of the respondents and 1.177 for groups of respondents based on their years of experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

ORGANISATIONAL CULTURE FACTORS

Organisation Leadership

The following hypothesis was formulated to test the Organisation Leadership:

$H_0$5: The perceptions on organisational leadership does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.6.

Table 4.6: Organisational Leadership

Personal profile		Organisational Leadership			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	13.70	3.31	365	2.800		2.585	Significant at 5% level
	Female	12.82	3.59	172				
Marital Status	Married	13.44	3.37	489	0.446		1.964	Not Significant
	Single	13.21	3.96	48				
Age	< 30 yrs	11.29	4.53	14		3.205	2.389	Significant at 1% level
	30-40 yrs	13.41	3.38	330				
	41-50 yrs	13.96	3.39	143				
	51-60 yrs	12.44	3.17	45				
	> 60 yrs	13.40	3.13	5				
Experience	< 3 yrs	13.60	3.34	182		0.682	2.389	Not Significant
	3-5 yrs	13.31	3.51	235				
	6-8 yrs	13.57	3.25	79				
	9-11 yrs	13.29	3.76	28				
	> 11 yrs	12.15	3.58	13				
Type of Institution	Private	13.38	3.42	179	0.187		1.964	Not Significant
	Public	13.44	3.43	358				
Working under Indian HoD?	Yes	13.67	3.54	242	1.511		1.964	Not Significant
	No	13.22	3.32	295				

Source: Primary Data

According to table 4.6, the mean scores for "Organizational Leadership" does not vary significantly for the respondent demographic factors such as marital status (13.44 and 13.21), means for experience of the respondents ranged from 12.15 – 13.6, type of institution the respondents were working (13.38 and 13.44) and whether or not they were supervised by an Indian HoD (13.67 and 13.22). However the means scores for age of the respondents ranged from 11.29 – 13.96 which varied significantly at a 1% level. Similarly the mean scores for the gender of the respondents, for males are 13.70 and females are 12.82. This varied significantly at 5% level.

The t-test was applied to test whether mean scores of dimensions of "Organizational Leadership" vary between the groups under personal profile which have only two groups. The calculated 't' value for the marital status of respondents the t-value was 0.446, for the type of institution in which the respondents were employed, it was observed to be 0.187 and whether or not the respondents worked under an Indian HoD it was 1.511, which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However, regarding the gender of the respondents, the 't' value was 2.800 which is higher than the table value of 2.585 at a 5% significance level. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "organisational Culture factors score" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The 'F' value for age of respondents was 3.205 which is higher than the table value of 2.389 at 1% level of significance. Therefore the null hypothesis was rejected.

However, for the experience of respondents the 'F' value was 0.682 which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

Team Relationship

The following hypothesis was formulated to test the Team relationship:

$H_0$6: The perceptions on team relationships do not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.7.

Table 4.7: Team Relationship

Personal profile		Team Relationship			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	14.10	2.62	365	1.066		1.964	Not significant
	Female	13.82	3.15	172				
Marital Status	Married	14.01	2.79	489	0.181			Not significant
	Single	13.94	2.92	48				
Age	< 30 yrs	13.07	2.89	14		2.297	2.389	Not significant
	30-40 yrs	13.97	2.87	330				
	41-50 yrs	14.44	2.65	143				
	51-60 yrs	13.18	2.12	45				
	> 60 yrs	14.40	5.41	5				
Experience	< 3 yrs	14.18	2.75	182		1.478	2.389	Not significant
	3-5 yrs	13.82	2.76	235				
	6-8 yrs	14.23	2.78	79				
	9-11 yrs	14.46	2.33	28				
	> 11 yrs	12.69	4.68	13				
Type of Institution	Private	14.36	2.86	179	2.055		1.964	Significant at 1% level
	Public	13.83	2.76	358				
Working under Indian HoD?	Yes	14.49	2.93	242	3.671		1.964	Significant at 5% level
	No	13.61	2.63	295				

Source: Primary Data

According to table 4.7, the mean scores for "Team relationship" does not vary significantly for the respondent demographic factors such as gender (14.10

and13.82), marital status (14.01 and 13.94), for the age of the respondents it ranged from 13.07 – 14.44 and for the years of experience of the respondents it ranged from 12.69 – 14.46.

However when the mean scores for type of institution the respondents were working was considered, the mean for respondents working in private institutions was 14.36 and for those working in public institutions was 13.83, which varied significantly at a 1% level. Similarly when the means scores for whether or not the respondents were supervised by an Indian HoD, the mean score for those who were supervised by and Indian HoD was 14.41 and those respondents who were supervised by HoD of different nationality was 13.61 which varied significantly at 5% level.

The t-test was applied to test whether mean scores of dimensions of "Team relationship" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 1.066, marital status of respondents the t-value was 0.181 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However, regarding the type of institution the 't' value was 2.055 which is higher than the table value of 1.964 at 1% significance level and for the type of supervision received the value was 3.671 which is higher than the table value of 1.964 at a 5% significance level. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "team relationship score" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said

HEI. The f-value was 2.297 for age of the respondents and 1.478 for experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted, while the alternate hypothesis was rejected.

Communication

The following hypothesis was formulated to test the Communication:

$H_0$7: The perceptions on communication do not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.8.

Table 4.8 Communication

Personal profile		Communication			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	17.35	3.73	365	0.507		1.964	Not significant
	Female	17.17	3.63	172				
Marital Status	Married	17.35	3.66	489	1.147		1.964	Not significant
	Single	16.71	4.03	48				
Age	< 30 yrs	16.50	3.01	14		1.538	2.389	Not significant
	30-40 yrs	17.38	3.58	330				
	41-50 yrs	17.55	3.93	143				
	51-60 yrs	16.22	3.80	45				
	> 60 yrs	15.80	4.76	5				
Experience	< 3 yrs	17.73	3.56	182		1.657	2.389	Not significant
	3-5 yrs	17.19	3.72	235				
	6-8 yrs	17.09	3.94	79				
	9-11 yrs	16.71	3.26	28				
	> 11 yrs	15.54	4.25	13				
Type of Institution	Private	17.17	3.60	179	0.553		1.964	Not significant
	Public	17.35	3.75	358				
Working under Indian HoD?	Yes	17.55	3.79	242	1.462		1.964	Not significant
	No	17.08	3.62	295				

Source: Primary Data

According to table 4.8, the mean scores for "Communication" does not vary significantly for the respondent demographic factors such as gender (17.35 and 17.17), marital status (17.35 and 16.71), for age of respondents varied from 15.80 – 17.55 and for the years of experience it ranged from 15.54 – 17.73. The mean scores for type of institution the respondents were working (17.17 and 17.35) and whether or not they were supervised by an Indian HoD (17.55 and 17.08). There is no significant difference in the means scores.

The t-test was applied to test whether mean scores of dimensions of "Communication" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 0.507, for marital status of respondents the t-value was 1.147, the type of institution the value was 0.553 and for the type of supervision receive it was observed to be 1.462 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted.

One way ANOVA was applied to test whether the mean scores of dimension "communication score" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 1.538 for age of the respondents and 1.657 for experience, which is less than the table value of 1.964. Therefore it is not significant and the null hypothesis was accepted.

Working Environment

The following hypothesis was formulated to test the Working environment:

$H_0$8: The perceptions on working environment does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.9.

Table 4.9: Working Environment

Personal profile		Working Environment			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	14.07	2.93	365	0.006		1.964	Not significant
	Female	14.07	2.59	172				
Marital Status	Married	14.09	2.75	489	0.449		1.964	Not significant
	Single	13.90	3.53	48				
Age	< 30 yrs	13.36	3.27	14		2.540	2.389	Significant at 1% level
	30-40 yrs	14.02	2.68	330				
	41-50 yrs	14.56	3.06	143				
	51-60 yrs	13.22	2.66	45				
	> 60 yrs	13.00	4.12	5				
Experience	< 3 yrs	14.25	2.82	182		1.079	2.389	Not significant
	3-5 yrs	13.93	2.70	235				
	6-8 yrs	14.15	3.18	79				
	9-11 yrs	14.43	3.11	28				
	> 11 yrs	12.85	2.03	13				
Type of Institution	Private	13.79	2.55	179	1.611		1.964	Not significant
	Public	14.21	2.95	358				
Working under Indian HoD?	Yes	14.13	2.70	242	0.425		1.964	Not significant
	No	14.02	2.93	295				

Source: Primary Data

According to table 4.9, the mean scores for "Working environment" does not vary significantly for the respondent demographic factors such as gender 14.07 for male and female respondents, marital status 14.09 for married respondents and 13.90 for single respondents, means scores for age of respondents varied from 13.00 – 14.56 and the years of experience means scores ranged from 12.85 – 14.43, type of institution the respondents were working returned mean scores of 13.79 for private institutions employees and 14.21 for those employed in public institutions. When the type of supervision was considered, the mean scores for respondents working under Indian HoD was 14.13 and for those who were working under HoD of other nationalities was 14.02.

The t-test was applied to test whether mean scores of dimensions of "Working environment" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 0.006, for marital status of respondents the t-value was 0.449, the type of institution the value was 1.611 and for the type of supervision receive it was observed to be 0.425 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

One way ANOVA was applied to test whether the mean scores of dimension "working environment" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 1.079 for experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

However, the f-value was 2.540 for the age of the respondents, which is higher than the table value and is significant at 1% level. Therefore the null hypothesis is rejected.

ORGANISATIONAL COMMITMENT

The following hypothesis was formulated to test the Organisational commitment:

$H_0$9: The perceptions on organisational commitment does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.10.

Table 4.10 Organisational Commitment

Personal profile		Organisational Commitment			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	18.93	2.99	365	1.354		1.964	Not significant
	Female	18.55	3.10	172				
Marital Status	Married	18.89	2.90	489	1.997		2.585	Significant at 1% level
	Single	17.98	4.07	48				
Age	< 30 yrs	16.71	3.43	14		2.990	2.389	Significant at 1% level
	30-40 yrs	18.75	2.95	330				
	41-50 yrs	19.18	2.89	143				
	51-60 yrs	18.98	3.08	45				
	> 60 yrs	16.60	7.02	5				
Experience	< 3 yrs	19.07	2.95	182		1.053	2.389	Not significant
	3-5 yrs	18.68	3.11	235				
	6-8 yrs	18.70	2.80	79				
	9-11 yrs	19.11	2.73	28				
	> 11 yrs	17.62	4.41	13				
Type of Institution	Private	17.94	2.95	179	4.810		2.389	Significant at 5% level
	Public	19.25	2.98	358				
Working under Indian HoD?	Yes	18.69	3.12	242	0.831		1.964	Not significant
	No	18.91	2.96	295				

Source: Primary Data

According to table 4.10, the mean scores for "organisational commitment" does not vary significantly for the respondent demographic factors such as gender (18.93 and 18.55), means scores for experience varied from 17.62 – 19.11 and when the respondents were supervised by an Indian HoD the score was 18.69, while the mean scores for respondents supervised by other nationalities returned mean score of 18.91.

However, the mean for age varied from 16.60 – 19.18, which was significant at 1% level and for marital status the mean score was 18.89 for married respondents and 17.98 for those who were single. When the means scores for type of institution the respondents were working was considered the scores for respondents working in private institutions 17.94 and the score for those working in public institutions was 19.25 which is significant at 5% level.

The t-test was applied to test whether mean scores of dimensions of "Working environment" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 1.354 and for the type of supervision receive it was observed to be 0.831 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However, for marital status of respondents the t-value was 1.997 and for the type of institution the value was 4.810 which is higher than the table value of 2.389 at 1% level of significance and 5% level of significance respectively. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "working environment" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 1.053 for experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted. However, the f-value for the age of the respondents was 2.990 which is higher than the table value and significant at 1%level. Therefore the null hypothesis is rejected.

TURNOVER INTENTION

The following hypothesis was formulated to test the Turnover Intention:

$H_0$10: The perceptions on turnover intention does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.11.

Table 4.11 : Turnover Intention

Personal profile		Turnover Intention			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	13.71	2.40	365	0.998		1.964	Not significant
	Female	13.93	2.47	172				
Marital Status	Married	13.78	2.41	489	0.040		1.964	Not significant
	Single	13.79	2.56	48				
Age	< 30 yrs	13.21	2.22	14		2.031	2.389	Not significant
	30-40 yrs	13.78	2.42	330				
	41-50 yrs	14.09	2.40	143				
	51-60 yrs	13.02	2.15	45				
	> 60 yrs	13.00	4.18	5				
Experience	< 3 yrs	13.65	2.28	182		0.337	2.389	Not significant
	3-5 yrs	13.89	2.48	235				
	6-8 yrs	13.82	2.35	79				
	9-11 yrs	13.64	3.02	28				
	> 11 yrs	13.46	2.57	13				
Type of Institution	Private	13.83	2.80	179	0.366		1.964	Not significant
	Public	13.75	2.21	358				
Working under Indian HoD?	Yes	14.06	2.65	242	2.436		1.964	Significant at 1% level
	No	13.55	2.19	295				

Source: Primary Data

According to table 4.11, the mean scores for "Turnover Intention" does not vary significantly for the respondent demographic factors such as gender (13.71 and 13.93), marital status (13.78 and 13.79), mean scores for age ranged from 13.00 – 14.09, experience ranged from 13.46 – 13.89 and for type of institution the mean scores for respondents working in private institutions was 13.83 and for those working in public institutions was 13.75.

However, the mean whether or not the respondents worked under an Indian HoD, the mean scores for those working under Indian HoD was 14.06 and mean scores for respondents working under HoD of different nationalities was 13.55 it was significant at 1% level.

The t-test was applied to test whether mean scores of dimensions of "turnover intention" vary between the groups under personal profile which have only two groups. The calculated 't' value for the gender of respondents was 0.998, marital status was 0.040 and for the type of institution it was observed to be 0.366 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However, for whether they were working under an Indian HoD, the t-value was 2.436, which is higher than the table value of 1.964 at 1% significance level. Therefore the null hypothesis was rejected.

One way ANOVA was applied whether the mean scores of dimension "turnover intention" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 2.031 for age of the respondents and 0.337 for experience, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

PERFORMANCE APPRAISAL

Procedural Fairness

The following hypothesis was formulated to test the Procedural fairness:

$H_0$11: The perceptions on procedural fairness does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.12.

Table 4.12 Procedural Fairness

Personal profile		Procedural Fairness			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	20.86	3.94	365	2.627		2.585	Significant at 5% level
	Female	19.87	4.39	172				
Marital Status	Married	20.52	4.03	489	0.330		1.964	Not significant
	Single	20.73	4.90	48				
Age	< 30 yrs	18.64	5.67	14		2.718	2.389	Significant at 1% level
	30-40 yrs	20.46	4.06	330				
	41-50 yrs	21.27	3.88	143				
	51-60 yrs	19.49	4.10	45				
	> 60 yrs	19.80	6.69	5				
Experience	< 3 yrs	20.57	3.86	182		1.791	2.389	Not significant
	3-5 yrs	20.53	4.31	235				
	6-8 yrs	20.97	3.86	79				
	9-11 yrs	20.54	3.29	28				
	> 11 yrs	17.69	6.21	13				
Type of Institution	Private	20.32	3.91	179	0.868		1.964	Not significant
	Public	20.65	4.21	358				
Working under Indian HoD?	Yes	20.69	4.28	242	0.756		1.964	Not significant
	No	20.42	3.98	295				

Source: Primary Data

According to table 4.12, the mean scores for "procedural fairness" does not vary significantly for the respondent demographic factors such marital status (20.52 and 20.73), mean scores of experience ranged from 17.69 – 20.97, the type of institution the respondents were working, the scores for respondents working in private institutions was 20.32 and those working in public institutions was 20.65. The mean scores for whether or not they were supervised by an Indian HoD, the scores for respondents working under and Indian HoD is 20.69 and mean scores for those working under HoD of other nationalities is 20.42.

However, the mean scores for the genders, males is 20.86 and females is 19.87, which varied at 5% level of significance. Similarly the mean scores for age ranged from 18.64 – 21.27, which varied at 1% level of significance.

The t-test was applied to test whether mean scores of dimensions of "procedural fairness" vary between the groups under personal profile which have only two groups. The calculated 't' value, marital status was 0.330, type of institution the value was 0.868 and whether or not the respondent was supervised by an Indian HoD the value was 0.756 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted for these factors.

However for the gender of respondents the 't' value was 2.627, significant at 1% level, which is higher than the table value of 2.585. Therefore the null hypothesis was rejected.

One way ANOVA was applied to test whether the mean scores of dimension "turnover intention" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 2.718 for age of the respondents which is significant at 1% level and therefore the null hypothesis was rejected and the alternate hypothesis was accepted. While the f-value for experience was 1.791, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

Interpersonal Trust

The following hypothesis was formulated to test the Interpersonal Trust:

$H_0$12: The perceptions on Interpersonal Trust does not differ significantly based personal factors.

The above hypothesis was tested for each of the personal factors separately and the results are discussed in the following table 4.13.

Table 4.13 Interpersonal Trust

Personal profile		Interpersonal Trust			t	F	Table Value	Significance
		Mean	S.D	Number				
Gender	Male	14.19	2.93	365	0.253		1.964	Not significant
	Female	14.26	2.69	172				
Marital Status	Married	14.23	2.79	489	0.482		1.964	Not significant
	Single	14.02	3.47	48				
Age	< 30 yrs	13.93	3.45	14		1.131	2.389	Not significant
	30-40 yrs	14.22	2.73	330				
	41-50 yrs	14.46	3.02	143				
	51-60 yrs	13.60	2.77	45				
	> 60 yrs	12.80	4.60	5				
Experience	< 3 yrs	14.23	2.90	182		0.992	2.389	Not significant
	3-50 yrs	14.27	2.90	235				
	6-8 yrs	14.30	2.83	79				
	9-11 yrs	14.04	2.33	28				
	> 11 yrs	12.69	2.46	13				
Type of Institution	Private	14.34	2.62	179	0.747		1.964	Not significant
	Public	14.15	2.97	358				
Working under Indian HoD?	Yes	14.39	2.84	242	1.309		1.964	Not significant
	No	14.06	2.87	295				

Source: Primary Data

According to table 4.13, the mean scores for "interpersonal trust" does not vary significantly for the respondent demographic factors such as gender for male respondents is 14.19 and for female respondents is 14.26, marital status for married respondents is 14.23 and for those who were single is 14.02. When the age of respondents were considers the mean scores ranged from 12.80 – 14.46 while the mean scores for experience ranged from 12.69 – 14.30.

The means for type of institution they worked mean score for respondents working in public institutions is 14.34 and for public institutions is 14.15, and whether the respondent was supervised by an Indian HoD the mean score was 14.39 and respondents supervised by HoD of other nationalities is 14.06.

The t-test was applied to test whether mean scores of dimensions of "interpersonal trust" vary between the groups under personal profile which have only two groups. The calculated 't' value, for gender was 0.253, marital status was 0.482, for the type of institutions is 0.747 and for type of supervision received is 1.309 which is below the table value of 1.964 and hence there is no significant differences. Therefore the null hypothesis was accepted.

One way ANOVA was applied to test whether the mean scores of dimension "interpersonal trust" varies between respondents who are categorized in more than two groupings i.e., the age of the respondents and their tenure with the said HEI. The f-value was 1.131 for age of the respondents and for experience was 0.992, which is less than the table value of 2.389. Therefore it is not significant and the null hypothesis was accepted.

Table:4.14 : Summary of Hypothesis

Null Hypothesis No:	Hypothesis Description	Dependent variable	Independent variable	Hypothesis result
$H_0$1	The perceptions of organisation fit do not differ significantly based on groups defined by personal factors	Organisation fit	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Rejected
			Working under Indian HoD?	Accepted
$H_0$2	The perceptions on remuneration and recognition do not differ significantly based on groups defined by personal factors	Remuneration and recognition	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Rejected
$H_0$3	The perceptions on training and career development do not differ significantly based on groups defined by personal factors	Training and career development	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Rejected

Table:4.14 : Summary of Hypothesis

Null Hypothesis No:	Hypothesis Description	Dependent variable	Independent variable	Hypothesis result
$H_0$4	The perceptions on challenging assignments do not differ significantly based on groups defined by personal factors The perceptions on challenging assignments do not differ significantly based on groups defined by personal factors	Challenging assignments	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Rejected
$H_0$5	The perceptions on organisational leadership do not differ significantly based on groups defined by personal factors	Organisational leadership	Gender	Rejected
			Marital Status	Rejected
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Accepted
$H_0$6	The perceptions on team relationships do not differ significantly based on groups defined by personal factors	Team relationships	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Rejected
			Working under Indian HoD?	Rejected

Table:4.14 : Summary of Hypothesis

Null Hypothesis No:	Hypothesis Description	Dependent variable	Independent variable	Hypothesis result
$H_0$7	The perceptions on communication do not differ significantly based on groups defined by personal factors	Communication	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Accepted
$H_0$8	The perceptions of working environment do not differ significantly based on groups defined by personal factors	Working environment	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Accepted
$H_0$9	The perceptions on organizational commitment do not differ significantly based on groups defined by personal factors	Organisational commitment	Gender	Accepted
			Marital Status	Rejected
			Age	Rejected
			Experience	Accepted
			Type of Institution	Rejected
			Working under Indian HoD?	Accepted

Table:4.14 : Summary of Hypothesis

Null Hypothesis No:	Hypothesis Description	Dependent variable	Independent variable	Hypothesis result
$H_0$10	The perceived turnover intention do not differ significantly based on groups defined by personal factors	Turnover intention	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Rejected
$H_0$11	The perceptions on procedural fairness of performance appraisal do not differ significantly based on groups defined by personal factors	Procedural fairness	Gender	Rejected
			Marital Status	Accepted
			Age	Rejected
			Experience	Accepted
			Type of Institution	Accepted
			Working under Indian HoD?	Accepted
$H_0$12	The perceptions on interpersonal trust do not differ significantly based on groups defined by personal factors	Interpersonal trust	Gender	Accepted
			Marital Status	Accepted
			Age	Accepted
			Experience	Accepted
			Type of Institution	Rejected
			Working under Indian HoD?	Rejected

Source: Calculated from Primary Data collected

HUMAN RESOURCES FACTORS

Objective 1:

To identify the HRM factors that influence respondents' perceptions.

Based on the above objective, the following research hypothesis has been framed:

$H_0$13: The agreeability of the employees on HRM factors do not vary significantly based on the personal profile of the employees.

To test the above objective and hypothesis the respective means, 't' values and 'F' values were calculated and the analysis was made based on the calculated values. These are presented in the pages that follow.

Gender of Respondents

Table: 4.15 Comparison of dimensions of Human resource factors between male and female respondents

Human Resource Factors	Male		Female		t	Significance
	Mean	S.D	Mean	S.D		
Organization Fit	13.64	2.42	13.28	2.43	1.601	Not significant
Remuneration and Recognition	14.82	3.91	15.06	3.49	0.668	Not significant
Training and Career Development	12.73	3.47	12.23	3.88	1.521	Not significant
Challenging Assignments	13.43	3.22	13.50	3.09	0.241	Not significant

Source: Primary Data

The above table 4.15 shows the means and calculated 't' values of Human Resources factors among male and female respondents. The means and 't' value from the above table clearly show that .there are no significant differences between the perceptions of respondents classified by gender regarding the Human Resources factors like Organisation Fit, Remuneration and Recognition, Training and Career Development and finally Challenging assignments.

Marital status

Table: 4.16 Comparison of dimensions of Human resource factors between married and single respondents

Human Resource Factors	Married		Single		t	Significance
	Mean	S.D	Mean	S.D		
Organization Fit	13.56	2.41	13.25	2.64	0.834	Not significant
Remuneration and Recognition	14.86	3.82	15.33	3.35	0.834	Not significant
Training and Career Development	12.56	3.55	12.73	4.20	0.316	Not significant
Challenging Assignments	13.47	3.12	13.21	3.78	0.553	Not significant

Source: Primary Data

Table 4.16 shows the means and calculated 't' values of Human Resources factors among married and single respondents. The means and 't' value from the above table clearly show that .there are no significant differences between the perceptions of respondents classified by marital status regarding the Human Resources factors like Organisation Fit, Remuneration and Recognition, Training and Career Development and finally Challenging assignments.

Age

Table:4.17 Comparison of dimensions of Human resource factors according to the Age:

Human Resource Factors	Age	Mean	S.D	F	Significance
Organisation Fit	< 30 yrs	13.00	3.16	1.093	Not Significant
	30-40 yrs	13.58	2.33		
	41-50 yrs	13.65	2.49		
	51-60 yrs	12.89	2.55		
	> 60 yrs	13.80	3.63		
Remuneration and Recognition	< 30 yrs	14.29	4.29	2.178	Not Significant
	30-40 yrs	14.89	3.76		
	41-50 yrs	15.34	3.83		
	51-60 yrs	13.58	3.22		
	> 60 yrs	16.40	4.93		
Training and Career Development	< 30 yrs	12.00	4.17	2.158	Not Significant
	30-40 yrs	12.57	3.56		
	41-50 yrs	12.96	3.68		
	51-60 yrs	11.33	3.42		
	> 60 yrs	14.40	3.85		
Challenging assignments	< 30 yrs	12.14	4.50	2.098	Not Significant
	30-40 yrs	13.45	3.01		
	41-50 yrs	13.87	3.38		
	51-60 yrs	12.58	2.80		
	> 60 yrs	13.00	5.43		

Source: Primary Data

The above table 4.17 shows the means and calculated 'F' values of Human Resources factors among respondents classified according to the age of the respondents. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by age regarding the Human Resources factors like Organisational Fit, Remuneration and Recognition, Training and Career Development and Challenging Assignments.

The means for Organisation Fit was highest among age group >60, which was 13.80, regarding Remuneration and Recognition was highest among are group >60, and was 16.40. It was the similar case for Training and Career development which was 14.40 for respondents >60 years of age. However, the Challenging Assignments returned the highest mean for age groups 30-40 yrs which returned a mean of 13.87.

The 'F' value was highest in the case of Remuneration and recognition (2.178), closely followed by Training and Career Development (2.158) and then by Challenging Assignments (2.098) and lastly the Organisation Fit (1.093). However these were Not Significant and indicates that the HR factors are appropriate based on respondents age groups

Experience

Table:4.18 Comparison of dimensions of Human resource factors according to the Experience:

Human Resource Factors	Experience	Mean	S.D	F	Significance
Organisation Fit	< 3 yrs	13.75	2.23	0.761	Not Significant
	3-5 yrs	13.49	2.45		
	6-8 yrs	13.24	2.63		
	9-11 yrs	13.29	2.95		
	> 11 yrs	13.38	2.29		
Remuneration and Recognition	< 3 yrs	15.21	3.84	2.178	Not Significant
	3-5 yrs	14.71	3.77		
	6-8 yrs	14.81	3.64		
	9-11 yrs	14.96	3.77		
	> 11 yrs	14.38	4.29		
Training and Career Development	< 3 yrs	13.10	3.45	1.662	Not Significant
	3-5 yrs	12.32	3.54		
	6-8 yrs	12.38	3.81		
	9-11 yrs	12.29	4.18		
	> 11 yrs	11.46	4.20		
Challenging assignments	< 3 yrs	13.53	3.22	1.177	Not Significant
	3-5 yrs	13.34	3.08		
	6-8 yrs	13.62	3.27		
	9-11 yrs	14.07	3.37		
	> 11 yrs	11.92	3.17		

Source: Primary Data

The above table 4.18 shows the means and calculated 'F' values of Human Resources factors among respondents classified according to the experience of the respondents with the HEI. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by experience with the HEI, regarding the Human Resources factors like Organisational Fit, Remuneration and Recognition, Training and Career Development and Challenging Assignments.

The means for Organisation Fit was highest among respondent who had < 3 yrs with the HEI, which was 13.75, regarding Remuneration and Recognition was highest among who had <3 yrs with the HEI, and was 15.21. It was the similar case for Training and Career development which was 13.10 for respondents who had < 3 yrs with the HEI. However, the Challenging Assignments returned the highest mean for respondent who were with the HEI for a period from 9-11 years which returned a mean of 14.07.

The 'F' value was highest in the case of Remuneration and recognition (2.178), followed by Training and Career Development (1.662) and then by Challenging Assignments (1.177) and lastly the Organisation Fit (0.761). However these were Not Significant and indicates that the HR factors are appropriate based on respondents experience with the HEI.

Type of HEI

Table: 4.19 Comparison of dimensions of Human resource factors according to the type of HEI: Private and Public HEIs

Human Resource Factors	Private HEI		Public HEI		t	Significance
	Mean	S.D	Mean	S.D		
Organization Fit	13.02	2.66	13.78	2.26	3.453	Significant at 5% level
Remuneration and Recognition	15.07	3.43	14.82	3.94	0.747	Not Significant
Training and Career Development	12.41	3.72	12.65	3.56	0.743	Not Significant
Challenging Assignments	13.59	3.01	13.38	3.26	0.701	Not Significant

Source: Primary Data

The above table 4.19 shows the means and calculated 't' values of Human Resources factors among respondents classified according to the type of HEI, i.e., whether they were working in a Private or Public HEI. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by type of HEI regarding the Human Resources factors like Remuneration and Recognition, Training and Career Development and Challenging assignments.

However the mean for HR factor 'Organisation Fit' Private HEI was 13.02 and for respondents working in Public HEI, it was 13.78. The calculated 't' value was 3.453 which is higher than the table value at a 5% level of significance. This shows that Organisation Fit was better in Public HEIs than in Private HEIs.

Type of Supervision Received

Table:4.20 Comparison of dimensions of Human resource factors according to the type of Supervision: Supervised by Indian HoD or others:

Human Resource Factor	Supervised be Indian HoD		Supervised by Other Nationalities HoD		t	Significance
	Mean	S.D	Mean	S.D		
Organization Fit	13.50	2.64	13.55	2.24	0.249	Not Significant
Remuneration and Recognition	15.52	3.76	14.39	3.72	3.511	Significant at 5% level

The above table 4.23 shows the means and calculated 'F' values of Organisation culture factors among respondents classified according to the age of the respondents. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by age regarding the Organisation culture factors like Team relationship and Communication.

The means for Organisation leadership was highest among age group 41-50 which was 13.96, regarding Team relationship was highest among are group >60, and was 14.40. With the OC factor Communication the mean was highest among respondents between 41-50 yrs years of age. For the Working environment the mean for the age group 41-50 yrs was again the highest at 14.56.

The 'F' value for Team relationship (2.297) and Communication (1.538) were found to be below the table value and therefore are not significant. However, the 'F' value was highest in the case of Organisation Leadership was (3.205), followed by Working Environment (2.540) and they varied significantly at 1% level of significance.

Experience

Table: 4.24 Comparison of dimensions of Organisation culture factors between respondents based on the Experience with the HEI

Organisation Culture Factors	Experience	Mean	S.D	F	Significance
Organisational Leadership	< 3 yrs	13.60	3.34	0.682	Not Significant
	3-5 yrs	13.31	3.51		
	6-8 yrs	13.57	3.25		
	9-11 yrs	13.29	3.76		
	> 11 yrs	12.15	3.58		
Team Relationship	< 3 yrs	14.18	2.75	1.478	Not Significant
	3-5 yrs	13.82	2.76		
	6-8 yrs	14.23	2.78		
	9-11 yrs	14.46	2.33		
	> 11 yrs	12.69	4.68		
Communication	< 3 yrs	17.73	3.56	1.657	Not Significant
	3-5 yrs	17.19	3.72		
	6-8 yrs	17.09	3.94		
	9-11 yrs	16.71	3.26		
	> 11 yrs	15.54	4.25		
Working Environment	< 3 yrs	14.25	2.82	1.079	Not Significant
	3-5 yrs	13.93	2.70		
	6-8 yrs	14.15	3.18		
	9-11 yrs	14.43	3.11		
	> 11 yrs	12.85	2.03		

Source: Primary Data

The above table 4.24 shows the means and calculated 'F' values of Organisation culture factors among respondents classified according to the experience with the HEI. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by age regarding all the Organisation culture factors mentioned above i.e., Organisational Leadership, Team relationship, Communication and working environment

The means for Organisation leadership was highest among experience of group < 3 yrs which was 13.60, regarding Team relationship was highest among 9-11 yrs experience and was 14.46. With the OC factor, Communication, the mean was highest among respondents group < 3 yrs and was 17.73. For the Working environment the mean for the 9-11 yrs group was the highest at 14.43.

The 'F' value for of Organisation Leadership was (0.682), Team relationship (1.478), Communication (1.657) and Working Environment (1.079) were found to be below the table value and therefore are not significant.

Type of HEI:

Table:4.25 Comparison of dimensions of Organisation culture factors between respondents based on the Type of HEI

Organisation Culture Factors	Private HEI		Public HEI		t	Significance
	Mean	S.D	Mean	S.D		
Organisational Leadership	13.38	3.42	13.44	3.43	0.187	Not Significant
Team Relationship	14.36	2.86	13.83	2.76	2.055	Significant at 1% level
Communication	17.17	3.60	17.35	3.75	0.553	Not Significant
Working Environment	13.79	2.55	14.21	2.95	1.611	Not Significant

Source: Primary Data

The above table 4.25 shows the means and calculated 't' values of Organisation culture factors among respondents classified according to the type of HEI, i.e., whether they were working in a Private or Public HEI. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by type of HEI regarding the Organisation culture factors like Organisation leadership, Communication and Working environment.

However the mean for OC factor 'Team relationship' Private HEI was 14.36 and for respondents working in Public HEI, it was 13.83. The calculated 't' value was 2.055 which is higher than the table value at a 1% level of significance. This shows that Team relationship was better in Private HEIs than in Public HEIs.

Type of Supervision

Table:4.26 Comparison of dimensions of Organisation culture factors between respondents based on the Type of supervision received

Organisation Culture Factors	Supervised be Indian HoD		Supervised by Other Nationalities HoD		t	Significance
	Mean	S.D	Mean	S.D		
Organisational Leadership	13.67	3.54	13.22	3.32	1.511	Not Significant
Team Relationship	14.49	2.93	13.61	2.63	3.671	Significant at 5% level
Communication	17.55	3.79	17.08	3.62	1.462	Not Significant
Working Environment	14.13	2.70	14.02	2.93	0.425	Not Significant

Source: Primary Data

The above table 4.26 shows the means and calculated 't' values of Organisation culture factors among respondents classified according to the type of HEI, i.e., whether they were working in a Private or Public HEI. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by type of HEI regarding the Organisation culture factors like Organisation leadership, Communication and Working environment.

However the mean for OC factor 'Team relationship' Private HEI was 14.49 and for respondents working in Public HEI, it was 13.61. The calculated 't' value was 3.671 which is higher than the table value at a 5% level of significance. This shows that Team relationship was better in Private HEIs than in Public HEIs.

PERFORMANCE APPRAISAL PERCEPTIONS:

Objective 3:

To identify the Performance Appraisal perceptions of respondents

Based on the above objective, the following research hypothesis has been framed:

$H_0$15: The Performance Appraisal Perceptions (PAP) do not vary significantly based on the personal profile of the employees.

To test the above objective and hypothesis the Means, 't' values and 'F' values were calculated and the analysis was made based on the calculated values. These are presented in the pages that follow.

Gender

Table: 4.27 Comparison of dimensions of Performance Appraisal Perceptions between male and female respondents

Performance Appraisal Factors	Male		Female		t	Significance
	Mean	S.D	Mean	S.D		
Procedural Fairness	20.86	3.94	19.87	4.39	2.627	Significant at 1% level
Interpersonal Trust	14.19	2.93	14.26	2.69	0.253	Not Significant

Source: Primary Data

The above table 4.26 shows the means and calculated 't' values of Performance Appraisal Perceptions among male and female respondents. The means and 't' value from the above table clearly show that .there are no significant differences between the perceptions of respondents classified by gender regarding the Interpersonal Trust. However, with regard to Procedural Fairness the 't' values showed significant differences at 1% level.

Marital Status

Table:4.28 Comparison of dimensions of Performance Appraisal Perceptions between married and single respondents.

Performance Appraisal Factors	Married		Single		t	Significance
	Mean	S.D	Mean	S.D		
Procedural Fairness	20.52	4.03	20.73	4.90	0.330	Not Significant
Interpersonal Trust	14.23	2.79	14.02	3.47	0.482	Not Significant

Source: Primary Data

The above table 4.28 shows the means and calculated 't' values of Performance Appraisal Perceptions among married and single respondents. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by gender regarding the Performance Appraisal factors Procedural Fairness and Interpersonal Trust.

Age

Table:4.29 Comparison of dimensions of Performance Appraisal Perceptions between respondents based on the Age

Performance Appraisal Factors	Age	Mean	S.D	F	Significance
Procedural Fairness	< 30 yrs	18.64	5.67	2.718	Significant at 1% level
	30-40 yrs	20.46	4.06		
	41-50 yrs	21.27	3.88		
	51-60 yrs	19.49	4.10		
	> 60 yrs	19.80	6.69		
Interpersonal Trust	< 30 yrs	13.93	3.45	1.131	Not Significant
	30-40 yrs	14.22	2.73		
	41-50 yrs	14.46	3.02		
	51-60 yrs	13.60	2.77		
	> 60 yrs	12.80	4.60		

Source: Primary Data

The above table 4.29 shows the means and calculated 'F' values of Performance appraisal factors among respondents classified according to the age of the respondents. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by age regarding Interpersonal trust. The means for both factors was highest among age group 41-50 which was 21.27 for Procedural Fairness and for Interpersonal trust it was 14.46.

The 'F' value for Interpersonal trust was 1.131 which was below the table value and hence not significant. However, the 'F' value for Procedural Fairness was 2.718 which was above the table value and significant at 1% level.

Experience

Table: 4.30 Comparison of dimensions of Performance Appraisal Perceptions between respondents based on the Experience with the HEI

Performance Appraisal Factors	Experience	Mean	S.D	F	Significance
Procedural Fairness	< 3 yrs	20.57	3.86	1.791	Not Significant
	3-5 yrs	20.53	4.31		
	6-8 yrs	20.97	3.86		
	9-11 yrs	20.54	3.29		
	> 11 yrs	17.69	6.21		
Interpersonal Trust	< 3 yrs	14.23	2.90	0.992	Not Significant
	3-5 yrs	14.27	2.90		
	6-8 yrs	14.30	2.83		
	9-11 yrs	14.04	2.33		
	> 11 yrs	12.69	2.46		

Source: Primary Data

The above table 4.30 shows the means and calculated 'F' values of Performance appraisal factors among respondents classified according to their experience with the HEI. The means and 'F' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by their experience with the HEI.

The means for both factors was highest among age group 6-8 yrs which was 20.97 for Procedural Fairness and for Interpersonal trust it was 14.30.

The 'F' value for Procedural Fairness was 1.791 and Interpersonal trust was 0.992 which was below the table value and hence not significant.

Type of HEI

Table:4.31 Comparison of dimensions of Performance Appraisal Perceptions between respondents based on the Type of HEI

Performance Appraisal Factors	Private HEI		Public HEI		t	Significance
	Mean	S.D	Mean	S.D		
Procedural Fairness	20.32	3.91	20.65	4.21	0.868	Not significant
Interpersonal Trust	14.34	2.62	14.15	2.97	0.747	Not significant

Source: Primary Data

The above table 4.31 shows the means and calculated 't' values of Performance appraisal factors among respondents classified according to the type of HEI, i.e., whether they were working in a Private or Public HEI. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by type of HEI regarding the Procedural Fairness and Interpersonal Trust.

Type of Supervision

Table:4.32 Comparison of dimensions of Performance Appraisal Perceptions between respondents based on the Type of supervision received

Performance Appraisal Factor	Supervised be Indian HoD		Supervised by Other Nationalities HoD		t	Significance
	Mean	S.D	Mean	S.D		
Procedural Fairness	20.69	4.28	20.42	3.98	0.756	Not significant
Interpersonal Trust	14.39	2.84	14.06	2.87	1.309	Not significant

Source: Primary Data

The above table 4.32 shows the means and calculated 't' values of Performance Appraisal factors among respondents classified according to the type of HEI, i.e., whether they were working in a Private or Public HEI. The means and 't' value from the above table clearly show that there are no significant differences between the perceptions of respondents classified by type of HEI.

4.3: Part II

DISCRIMINANT FUNCTION ANALYSIS

Objective 4:

To examine the differences between perceptions of employees in private and public HEIs

Based on the above objective, the following research hypothesis has been framed:

$H_0$16: There are differences of perceptions among employees working in Private HEIs and Public HEIs.

Discrimant Function Analysis was carried out to find out whether the respondents working in Public HEIs differ from those working in Private HEIs in terms of their level of perception on Human Resource factors and other factors. That is to find out whether there is a difference between perceptions of the two groups of respondent with regard to factors relating to HR namely, Organisation Fit, Remuneration and Recognition, Training and Career Development and other factors along with Organisational Culture Factors like Organisational Leadership, Team relationship and factors relating to Performance Appraisal significantly exist among these two groups. In general, what are all the variables which significantly discriminate the respondents of one group (Public Institution) from other group (Private Institution). Discriminant Function Analysis was attempted to answer these questions in 3 stages namely:

1. Construction of Discriminant Function,

2. Classification and

3. Interpretation.

I. CONSTRUCTION OF DISCRIMINANT FUNCTION

Discriminant Function Analysis attempts to construct a function with these and other variables so that the respondents belonging to either of these two groups are differentiated at the maximum. The linear combination of the variables is the Discriminant Function and its parameters are called Discriminant Function coefficients.

A typical Discriminant Function will be of the form,

$$Z = a0+a1X1+a2X2+.....+anXn$$

where, a0 - constant

a1,a2,.....are - Discriminant Function coefficients of the independent variables X1,X2,.....Xn,respectively.

Since the objective is to determine the variables which discriminate most efficiently between respondents of Public and Private HEIs the stepwise approach was used. The following variables were included the model.

a) Organisation Fit Score
b) Remuneration and Recognition Score
c) Training and Career Development Score
d) Challenging Assignments Score
e) Organisation Leadership Score
f) Team Relationship Score
g) Communication Score

h) Working Environment Score

i) Organisational Commitment Score

j) Turnover intention Score

k) Procedural Fairness Score

l) Interpersonal Trust Score

The results of the discriminat function analysis is given in table 4.33 with the values of discriminant function coefficients for each of the discriminating variable.

Table 4.33. Canonical Discriminant Function Coefficients

	Function
Organisation Fit Score	.186
Team Relationship Score	-.268
Organisational Commitment Score	.357
Interpersonal Trust Score	-.184
(Constant)	-2.868

It could be seen from the above table that out of 12 items included in the equation, the stepwise approach selected only 4 variables as best discriminating between respondents of Public and Private HEIs. Using the values given in table 4.33 the Discriminant Function (Z) for the problem under study can be written as,

Z= -2.868+ 0.186X1- 0.268X2+ 0.357X3-0.184X4 -----(A)

Where,

X1= Organisation Fit Score

X2= Team Relationship Score

X3= Organisational Commitment Score

X4= Interpersonal Trust Score

Table 4.34 provides the multivariate aspect of the model given under the heading 'Cannonical Discriminant Function'. Note that Discriminant Function is significant at 1% level (Wilks lambda and Chi-Square Test values given in the table indicate that the model is significant at 1% level) and displays a correlation of 0.347 which explains that there is a moderate level of correlation between the grouping variable and the independent variables.

Table 4.34. Cannonical discriminant function

Canonical Correlation	Wilks' Lambda	Chi-square	Df	Sig.
.347	.879	68.552	4	**

II. CLASSIFICATION

Once the Discriminant Function is arrived at, then the efficiency of the function as to, how accurately it predicts the respondents in the respective groups must be assessed. For this a classification matrix is to be developed using actual and 'predicted' group

membership of the respondents. Before a Classification Matrix can be considered, several things must be decided beforehand. First, the group centroids (means), second cutting score and third a prior probabilities of each group.

Group Centroids

Using the Discriminant Function given in (A) the discriminant score for each respondent is calculated by substituting the values for discriminating variables from the analysis data. Then means scores for Private Institution (Zo) and Public Institution (Z1) are calculated, which are called Group Centroids are given Table 4.35.

Table 4.35 Canonical discriminant functions evaluated at group means

Type of institution	Function
Private	-.523
Public	.261

Prior probabilities for groups are presented in table 4.36

Table 4.36: Prior Probabilities for Groups

Type of Institution	Prior	No.
Private Institution	.333	179
Public Institution	.667	358
Total	1.000	537

Cutting Score

Using the sample sizes and centroids for these two groups Cutting Score is calculated as follows:

$$Zc = \frac{N0Z0+N1Z1}{N0+N1}$$

where, Zc = Cutting Score

Z0 = Centroid for Pirvate HEIs

Z1 = Centroid for Public HEIs

N0 = Sample size of Private HEIs respondents

N1= Sample size of Public HEIs respondents

Substituting the respective values the cutting score we have:

Zc= [179*(-0.523)+358*(0.261]/(179+358]=0.00

Against this Cutting Score each respondent's discriminant score is examined. If his score is less than Zc value, then the respondent is classified in Private HEI's group, otherwise in Public HEI's group.

Prior Probabilities

Prior probabilities are calculated for each group based on the proportionate size of the sample in the respective groups. Using these prior probabilities, centroids and cutting score the Classification Matrix is formed. Table 4.37 is the Classification Matrix giving

how many of the respondents were correctly classified into the respective groups and the overall correct classification percentage. Thus it is seen that the discriminant function has predicted 35.2% of the respondents correctly in the Private HEIs and 91.1% of the respondents in the Private HEIs group. and on the whole classified 72.4% of the respondents correctly.

Table 4.37. Classification Results

			Predicted Group Membership		Total
		Type of institution	Private	Public	
Original	No.	Private	44	135	179
		Public	32	326	358
	%	Private	24.6	75.4	100.0
		Public	8.9	91.1	100.0

68.9% of original grouped cases correctly classified.

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions Variables ordered by absolute size of correlation within function.

Table 4.38 shows the structure matrix of the variables that have a significant discriminant effect.

Table 4.38. Structure Matrix

	Function (R)	R2 %
Organisational Commitment Score	.561	31.47
Organisation Fit Score	.403	16.24
Team Relationship Score	-.240	5.76
Interpersonal Trust Score	-.087	0.76

III. INTERPRETATION

Once the Discriminant Function and its classification efficiency are assessed, then the next question remains to be answered is: how efficient are the discriminating variables in the Discriminant Function? This cannot be answered directly. However, the discriminating power or the contribution of each variable to the function can sufficiently answer the question. That is, by examining the Discriminant Function to determine the relative importance of each discriminating variable in the D.F between the two groups. Table 4.38 gives the structural correlations which measure the simple linear correlations between each independent variable and the Discriminant Function. The R2% gives the percent contribution of each variable to Discriminant Function. By looking at the structure matrix it is seen that 'Organisation Commitment' is the maximum discriminating variable (R2%=31.47%) between Private Institution and Public Institution Indian lecturers, followed by 'Organisation Fit Score' (16.24%)', and 'Team Relationship score' (5.76%)'

in that order. Other variables' contribution in discriminating between respondents of Public and Private HEIs are less than1%.

The null hypothesis was accepted for the factors: Remuneration and Recognition, Training and Career Development, Challenging Assignments, Organisation Leadership, Communication, Working Environment, Turnover intention, Procedural Fairness and Interpersonal Trust.

4.4 Part III

STRUCTURAL EQUATION MODELLING OF THE EFFECT OF PERFORMANCE APPRAISAL PERCEPTION ON ORGANISATIONAL COMMITMENT AND TURNOVER INTENTION

A research model was identified based on the items included in the questionnaire which theoretically explain the relationship between Performance Appraisal and Organisational Commitment and Turnover Intentions. It is also hypothesized that Human Resources factors like Organisation Fit or Remuneration and Recognition and the Organisational Culture Factors like Working Environment and Communication mediate the effect of Performance Appraisal on Turnover Intention.

Performance Appraisal Perception consisted of two latent factors namely, Procedural Fairness and Interpersonal Trust Measures. For HR factors 4 latent factors were considered for the study, namely, Organisation Fit, Remuneration and Recognition, Challenging Employment Assignments and Training and Career Development. The Organisational culture Factors consisted of another four latent constructs namely, Working Environment, Communication, Team Relationship and Organisational Leadership. The Performance Appraisal is assumed to affect the Organisational Commitment of the employees, which in turn affect their Turnover Intentions. HR factors and Organisational Culture Factors mediate the effect of Performance appraisal on Organisation Commitment and Turnover Intentions.

Research Model

The initial proposed research model is shown in the following diagram. The dimensions for the Performance Appraisal are measured using the two factors shown as leading arrows from Performance Appraisal Perceptions. The factors for the four dimensions of Human Resource factors namely: Organisation Fit, Remuneration and Recognition, Challenging Employment Assignments and Training and Career Development are shown by the leading arrows from Human Resource Factors. Similarly, the factors of Organisational Culture Factors namely: Working Environment, Communication, Team Relationship and Organisational Leadership are shown by the leading arrows from Organisational Culture Factors. The direct effect of Performance Appraisal on Organisational Commitment and Performance Appraisal on Turnover Intentions are shown as arrows one leading from Performance Appraisal to Organization Commitment and another one leading from Performance Appraisal to Turnover Intention. The indirect relationship or the mediation effect of Human Resources and Organisational Culture Factors were shown with arrows drawn from Performance Appraisal to Human Resources and Organisational Culture Factors and the arrows are drawn from each of Human Resources Factors and Organisational Culture Factors to both Organisation Commitment and Turnover Intention. It is assumed that both Human Resources and Organisational culture Factors directly or indirectly affect both Organisational Commitment and Turnover Intention. It is also intended to see how organisation commitment reacts on Turnover Intention which is drawn by the arrow from Organisational Commitment to Turnover Intention. The research model is shown in figure 4.2.

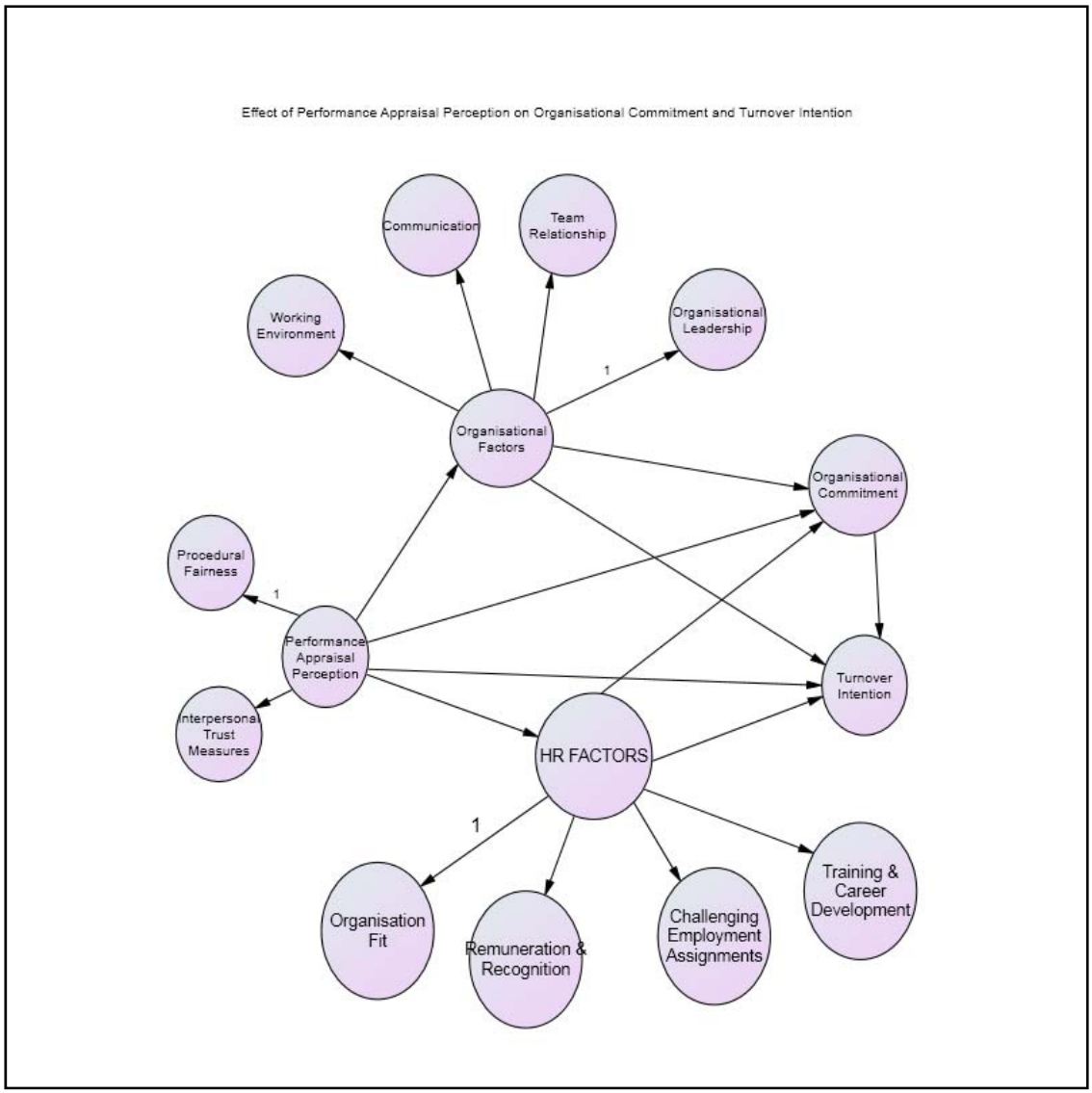


Figure 4.2: Research Model: Effect of Performance Appraisal Perceptions on Organisational Commitment and Turnover Intention

The model was developed using the objectives given below.

Objective 5:

To examine the how the Performance Appraisal Perception (PAP) as a latent factor explained by the set of latent constructs namely: 1. Procedural Fairness and 2. Interpersonal Trust Measures; i.e., to examine how these two factors load on Performance Appraisal Perception.

Objective 6:

To examine how the Human Resources Factors are explained by the variables namely: 1. Organisational Fit, 2. Remuneration and Recognition, 3. Challenging Employment Assignments, 4.Training and Career Development; i.e., to assess whether the model consisting of these four factors load on Human Resources factor dimension.

Objective 7:

To examine how the Organisational Culture Factors, is explained by the variables namely: 1.Working Environment, 2. Communication, 3. Team Relationship and 4. Organisational Leadership; i.e., to study whether the model consisting of these four factors load on Organisational Culture Factors.

Objective 8:

To establish a causal relationship between Performance Appraisal Perception and Organisation Commitment and Turnover Intentions separately and the effect of Performance Appraisal Perception on Organisational Commitment and Turnover

Intention (TI) when mediated by the dimensions of Human Resources and Organisation Culture Factors.

Objective 9:

To examine the mediation effects between the variables included in the study.

Variables included in the Research

Human Resources Factors consisted of 18 items totally divided into 4 variables, where Organisation Fit and Remuneration and Recognition each consisted of 4 items and 5 items respectively. Training and Career Development factor and Challenging Employment Assignments factor consisted of 4 items and 5 items respectively.

Organisational Culture Factors consisted of 20 items totally divided into 4 factors, where Organisational Leadership and Team Relationship each consisted of 4 items and Communication and Working Environment consisted of 5 items and 7 items respectively.

The factors relating to Organisational Commitment and Turnover Intentions consisted of 9 items and 4 items respectively.

Performance Appraisal Perceptions consisted of 11 items in the questionnaire explaining the constructs for Procedural Fairness (6 items) and Interpersonal Trust Measures (5 items).

Before conducting the SEM, it is necessary to assess the reliability and the validity of the constructs. The assessment of the reliability and validity of the constructs are discussed in the following section.

Reliability of Constructs

At the beginning, the reliability coefficients for the constructs of Performance Appraisal Perception, Human Resources Factors, Organisation Culture Factors, Organisational Commitment and Turnover Intention were computed using the Cronbach's Alpha for each construct. The results of which are given in the table 4.39.

Table 4.39: Reliability Coefficients for constructs used in the study

Sl.No.	Constructs	Number of items	Cronbach'sAlpha
	Performance Appraisal Perception		
1	Procedural Fairness	6	0.8572
2	Interpersonal Trust Measures	5	0.6711
	Human Resource Factors		
3	Organisation Fit	4	0.7923
4	Remuneration & Recognition	5	0.8123
5	Challenging Employment Assignments	5	0.8133
6	Training & Career Development	4	0.8196
	Organisation Culture Factors		
7	Team Relationship	4	0.8273
8	Organisational Leadership	4	0.8382
9	Communication	5	0.8555
10	Working Environment	7	0.8328
	Organisation Commitment		
11	Organisation Commitment	9	0.7529
	Turnover Intentions		
12	Turnover Intentions	4	0.6772

It is seen from table 4.39 that the reliability coefficient, Cronbach's Alpha is well above 0.75 for majority of the constructs except Interpersonal Trust Measures (0.6711) and Turnover Intentions (0.6772). However, Cronbach's Alpha values for these two factors are in the acceptable limits. Normally, a value of 0.75 and above is considered good reliability measure.

Confirmatory Factor Analysis of constructs used in the model

The research model now consisted of two latent constructs identifying two Performance Appraisal Perception dimensions. These two latent constructs (Factors) together identify one higher order exogenous latent construct namely, Performance Appraisal Perception. The research model proposes to explain that the Performance Appraisal Perception construct, as an independent variable, explains the relationship in the endogenous (dependent) latent constructs namely, Human Resources Factors and Organisational Culture Factors. Overall, the research model is proposed with two latent independent constructs having direct or indirect effect on three dependent latent constructs. The table 4.40 gives the details of the number of items used in each construct, the variable names assigned to each item as well as each construct.

First Order CFA for Remuneration and Recognition.

The initial First Order CFA model proposed for Remuneration and Recognition consisted of the following items.

RR1: Employees are given positive recognition when they produce high quality work.

RR2: Respondents feel that the organization pays well.

RR3: The organization offers a good benefits package compared to other organizations.

RR4: The organization values individual excellence over teamwork

RR5: The organization offers good opportunities for promotion

The model was tested with the following hypothesis

The observed variables RR1 to RR5 load on the factor "Remuneration and Recognition".

The model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension. The model gave the following fit statistics.

Chi. Sq=108.035 (P<.001),

CMIN/df=21.607

GFI=0.924

NFI=0.879

CFI=0.883

RMSEA=0.196

The CMIN values and RMSEA values are above the acceptable limits. It was also found that the fit indices namely, NFI and CFI are also below the allowed minimum of 0.90. GFI is the only fit index which has 0.924 which is above the allowed minimum of 0.90. Hence model was improved for having an acceptable fit using modification indices given by AMOS. The table 4.41 gives the modification indices.

Table 4.41 Modification Indices for covariances for Remuneration and Recognition

			M.I.	Par Change
eb2	<-->	eb5	10.749	-.087
eb2	<-->	eb1	18.998	.125
eb3	<-->	eb1	4.905	-.063
eb3	<-->	eb2	24.118	.129
eb4	<-->	eb5	48.223	.178
eb4	<-->	eb2	37.492	-.158

It was found that by allowing correlations between the error terms eb2 & eb5, eb1 & eb2 and eb2 & eb3, the model would give a better fit. The resultant model is given in the figure 4.4.

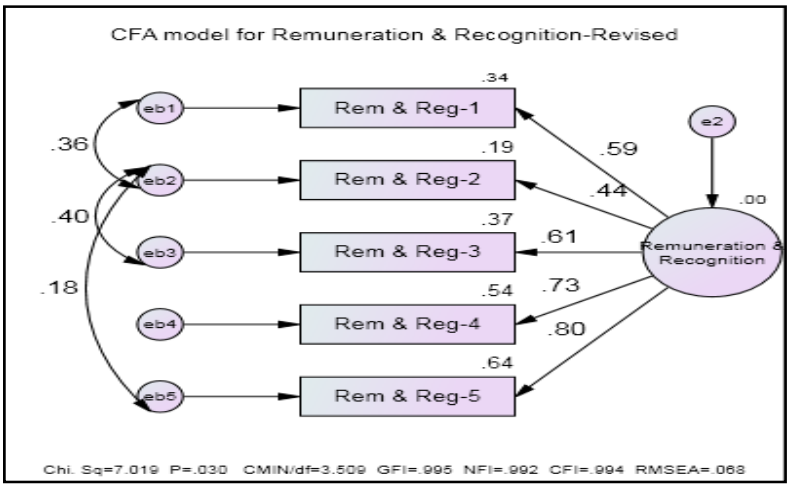


Figure 4.4: CFA model for Remuneration and Recognition - revised

The improved model shows that all the fit statistics namely CMIN, GFI, NFI, CFI and RMSEA are within the acceptable limits when the error terms e2, e1, e3 and e5 were allowed to corrlealte. The standardized regression estimates of indicator variables gave good factor loadings with values ranging between 0.55 to 0.80 except RR2. However, when this variable was removed, it was found that the model became a saturated and unique model with no statistics can be computed to test the hypothesis. Hence the variable RR2 was retained for model testing and the hypothesis was sustained as all the items load on Remuneration and Recognition factor.

First Order CFA for Training and Career Development.

The initial First Order CFA model proposed for Training and Career Development consisted of the following items.

TC1: People are properly orientated and trained immediately upon joining this organization.

TC2: The organization does provide regular opportunities for personal and career development throughout their stay through training

TC3: Innovation and creativity are encouraged in the Organsiation.

TC4: The organization has career development activities to help an employee identify/ improve abilities, goals, strengths & weaknesses.

The model was tested with the following hypothesis

The observed variables TC1 to TC4 load on the factor "Training and Career Development".

The initial measurement model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension Training and Career Development. The model gave the following fit statistics.

Chi. Sq=2.943 (P>0.05)

CMIN/df=1.471

GFI=0.9978

NFI=0.996

CFI=0.999

RMSEA=0.03

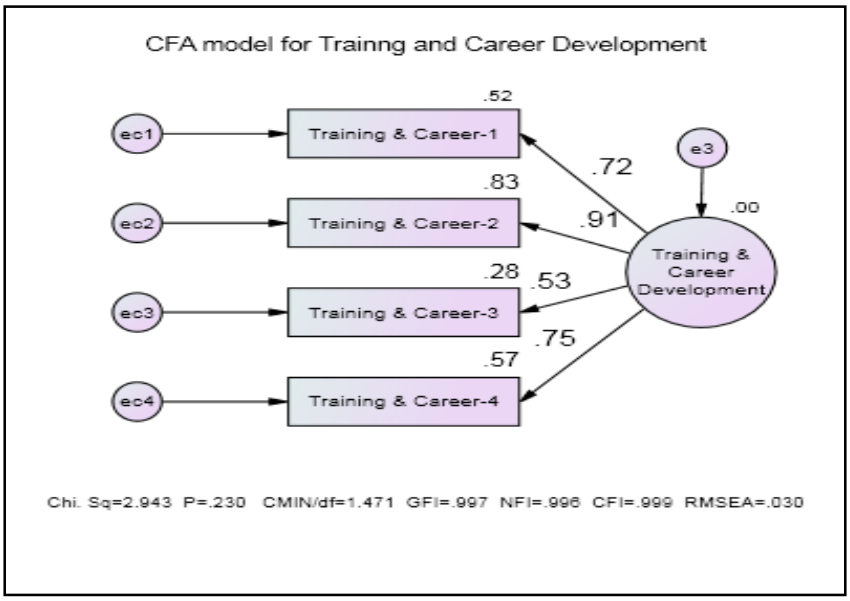


Figure 4.5: CFA model for Training and Career Development

It could be seen from the fit statistics (from figure 4.5) that the model has a perfect fit for the data with the 4 indicator items. The Chi square value is also found to be not significant with all other statistics exhibiting the minimum required values or within the acceptable limits. The CMIN values and RMSEA values are below the acceptable limits. It was also found that the squared multiple correlations of the indicator variable TC3 was below 0.5. However, it was retained since removing this would give a saturated model fit there by rendering the hypothesis as not testable. Hence it was retained for further analysis. The hypothesis was also inferred as sustainable since all the fit statistics obtained prove that the model fit is good.

First Order CFA for Challenging Employment Assignments

The initial First Order CFA model proposed for Challenging Employment Assignments consisted of the following items.

CA1: Employees are offered challenging work within the organization

CA2: Employees can work autonomously on their work assignments

CA3: Employees are skilled to do a number of different jobs, not just one particular job. (e.g., mentoring, advising, industry interaction)

CA4: Employees are given opportunities to learn new things

CA5: Employees are offered variety in their job.

The model was tested with the following hypothesis

The observed variables CA1 to CA5load on the factor named Challenging Employment Assignments.

The initial measurement model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension Challenging Employment Assignments.

The model gave the following fit statistics.

Chi. Sq=49.733 (P<.001)

CMIN/df=9.947

GFI=0.967

NFI=0.967

CFI=0.945

RMSEA=0.129

These results indicate that the model cannot be accepted as a good fit and there is scope for improvement. The indicator variable CA3 was found to have only 0.25 as the squared correlation value. Hence, the model was redrawn again to see whether it was possible to explain the factor with only 4 indicator variables. The resultant model is given in figure 4.6.

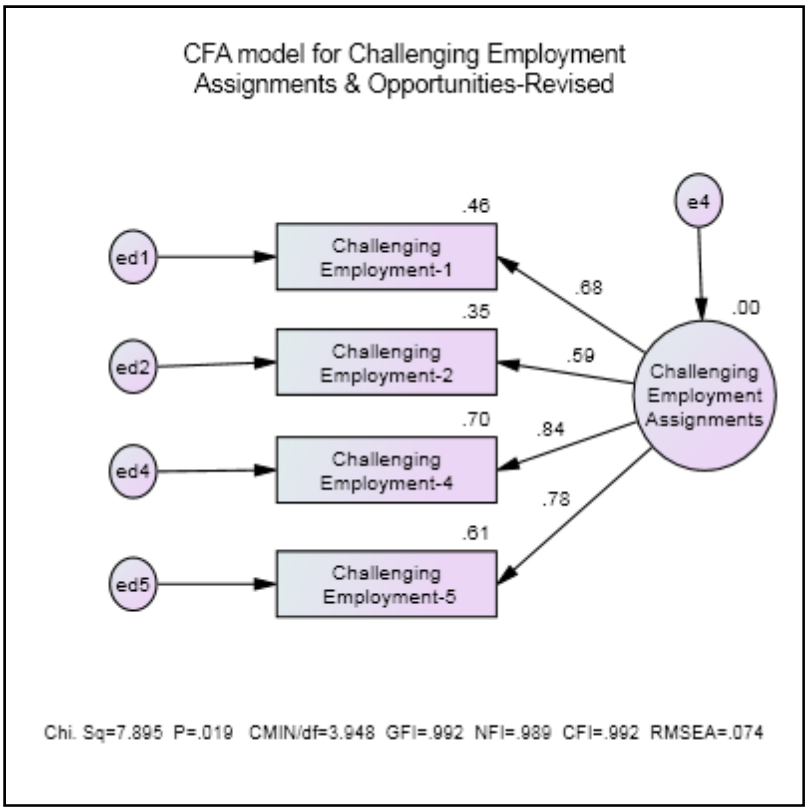


Figure 4.6: CFA model for Challenging employment assignments - revised

It is seen from the above figure 4.6 that all the fit statistics hold and are within the acceptable limits are above the minimum acceptable limits. Further the factor loadings are found to be greater than 0.5 explaining that the indicator variables chosen for the model explain the factor called Challenging Employment Assignments. The hypothesis was hence accepted as sustainable.

It is therefore clear that the employees skills levels does not have a considerable impact the perceptions respondents, which means that the "Challenging Assignments" are not based on the employee skills levels.

Second Order Factor Model for Human Resources Factors

The factor models which are measurement models explaining the relationship between the four latent constructs namely Organisation Fit, Remuneration, Challenging Employment Assignments and Training and Career Development and their respective indicator variables were finally arrived at in the revised models discussed before. The goodness of fit indices for these measurement models were satisfactory. In order to fit a second order factor model, which was to see whether the latent factors obtained in the individual measurement CFA models, were good representation of the respective dimensions individually, then the second step was to test for the fitting of the second-order factor model considering the four hypothesized factors together. If these constructs (latent factors) were highly correlated in the first-order factor model, a second-order factor model would provide a more parsimonious and interpretable model. A second-order factor model allowed us to test whether the hypothesized higher order factor accounted for the relations among lower order factors and it further simplified the interpretations of

complex structures of the first-order model The second order factor model with the four variables of Human Resources Factors with their respective indicator variables was proposed in the initial model.

The hypothesis was stated as follows:

The constructs of Human Resources Factors is adequately explained by the four factors namely Organisation Fit, Remuneration, Challenging Employment Assignments and Training and Career Development.

The initially proposed second order factor model suggests that the model does not have an acceptable fit. The CMIN/df value is found to be 5.634 which is above the admissible level of 5. Also the other measures namely the GFI, NFI and CFI values are below 0.90 and the RMSEA value of 0.093 is above the acceptable limit of 0.08. It was seen earlier that individually, the measurement models of each factor had an appreciable fit and the nature of the factors also indicate that these four are related to each other. The reason being that, Human Resources factors theoretically may explain independence for population but they need not be so for sample and more often will be related to each other. Hence, the error terms of the indicator variables are allowed to correlate with either their own factor variables or across the error terms of other factor variables and the model were run again in AMOS.

The figure 4.7 shows the initially obtained second order factor model for Human Resources Factors.

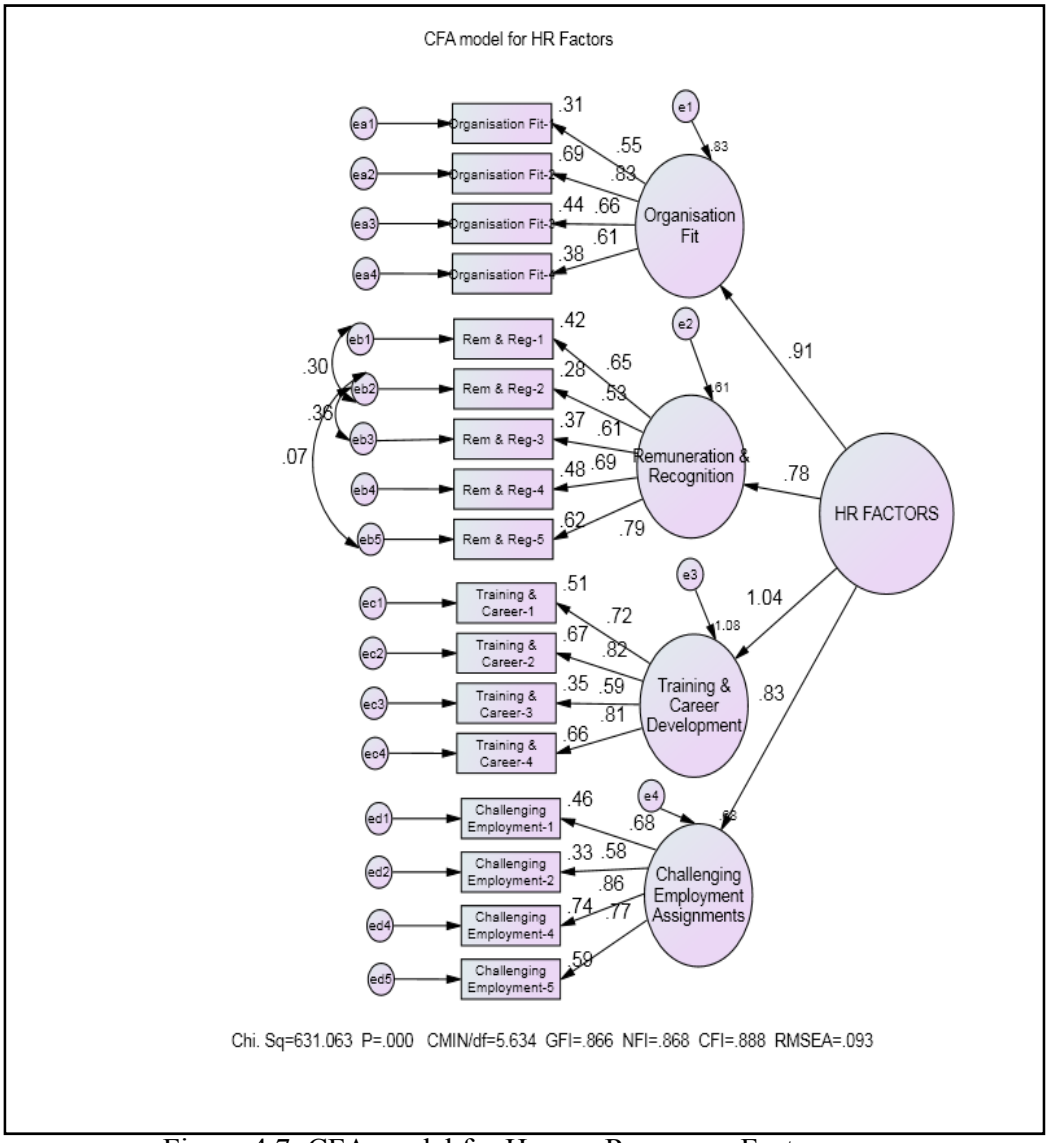


Figure 4.7: CFA model for Human Resources Factors

The improvements were made in the model by correlating the error terms and using the Modification Indices shown in table 4.42.

Table 4.42: Modification Indices for covariances for Human Resources Factors

			M.I.	Par Change				M.I.	Par Change
e2	<-->	e4	9.347	.035	Eb1	<-->	ed5	5.273	.056
ed1	<-->	e2	6.172	.044	eb2	<-->	ec4	5.487	.049
ed1	<-->	eb5	4.967	.052	ea4	<-->	e1	27.477	.055
ed2	<-->	ed1	8.638	.074	ea4	<-->	eb1	4.094	.051
ec4	<-->	e1	26.017	.048	ea3	<-->	e1	9.408	.030
ec3	<-->	e4	21.834	.070	ea3	<-->	eb3	4.272	.047
ec3	<-->	ed5	22.221	.106	ea3	<-->	eb1	16.318	.097
ec3	<-->	ed2	11.156	.085	ea3	<-->	ea4	107.786	.229
ec1	<-->	ed5	5.199	.052	ea1	<-->	e1	8.860	.034
ec2	<-->	e3	10.648	.036	ea1	<-->	ea4	23.406	.119
ec2	<-->	ec1	19.265	.098	ea1	<-->	ea3	48.780	.163
eb4	<-->	e2	6.236	.042	ea2	<-->	e3	36.599	.068
eb4	<-->	eb5	15.065	.087	ea2	<-->	ec4	94.189	.181
eb4	<-->	ed1	9.039	.070	ea2	<-->	eb4	17.028	.088

The modification indices given above gives possible correlations between the error terms which might improve the model fit. It is seen that the chi square value will be reduced considerably if the error terms ea3 and ea4 of Organisation Fit indicator variables are correlated. The correlations between the error terms of ea1 and ea3, ea1 and ea4, ec2 and ec4 and between ea2 and ec4 were also found reduce the chi square value considerably. Hence, attempt is made to see whether an acceptable fit was able to obtain. The model was modified several times to get a more acceptable fit. The model which was finally arrived at is given below figure 4.8.

The revised model shows that all the fit statistics are within the acceptable levels. However, the standardized regression coefficients of the latent factors and their corresponding indicator variables were found to be satisfactory except OF1 (Organisation Fit-1) whose factor loading was found to be 0.12. If this variable was removed the result was 'unidentified'. Hence the variable was retained for further analysis and the hypothesis was inferred as accepted.

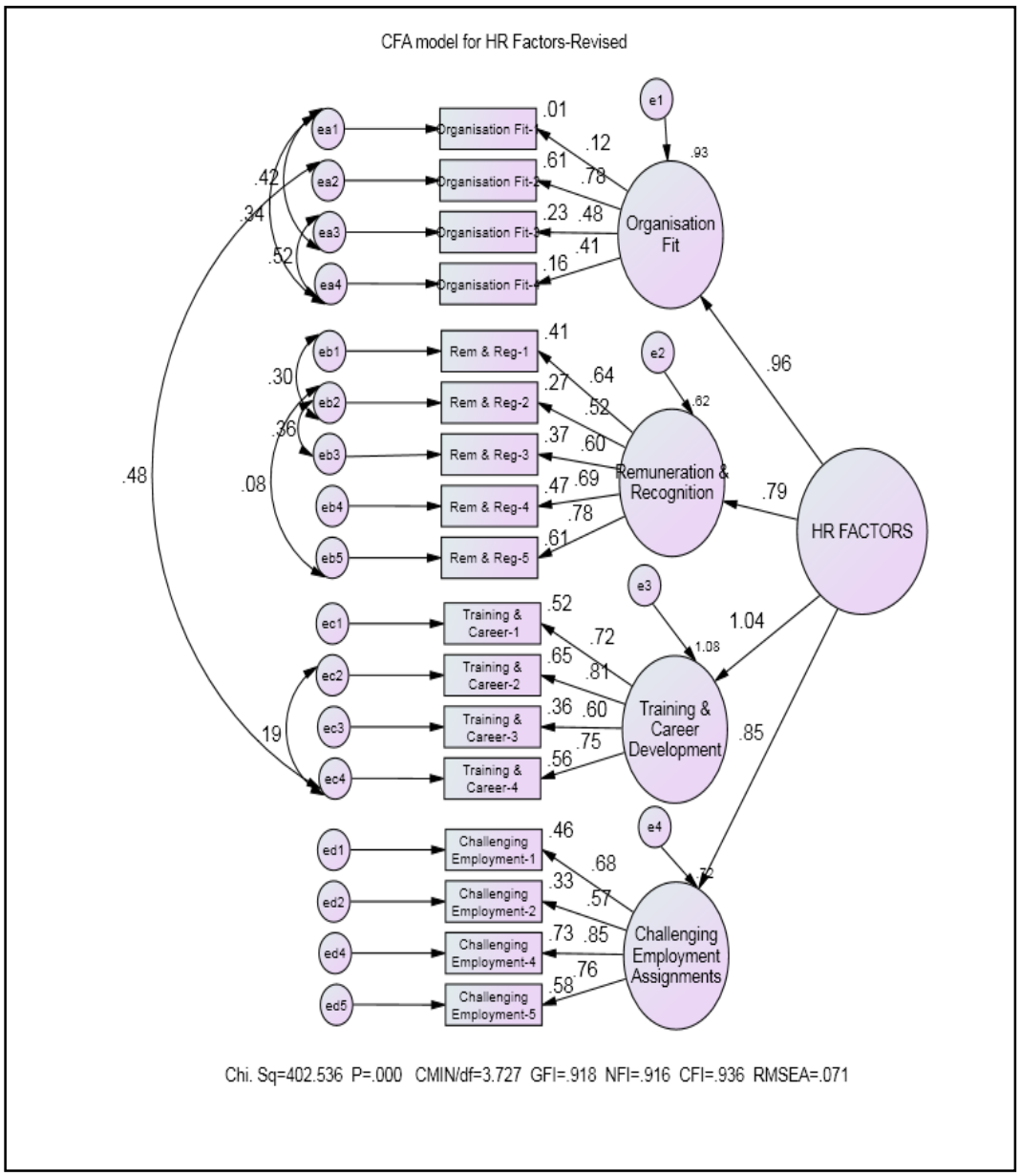


Figure 4.8: CFA model for Human Resources Factors – Revised

Regression Weights

The following table 4.43 shows the unstandardised regression coefficients of the paths developed for the revised model.

Table 4.43: Unstandardised regression coefficients for Human Resources Factors

			Estimate	S.E.	C.R.	P
V1	<---	HR	1.000			
V2	<---	HR	5.286	.406	13.022	**
V3	<---	HR	7.594	.403	18.834	**
V4	<---	HR	5.431	.366	14.830	**
Of2	<---	V1	7.687	.391	19.639	**
Of1	<---	V1	1.000			
Of3	<---	V1	3.843	.324	11.869	**
Of4	<---	V1	3.358	.349	9.629	**
Rr2	<---	V2	.766	.067	11.397	**
Rr1	<---	V2	1.000			
Rr3	<---	V2	.892	.077	11.599	**
Rr4	<---	V2	.951	.074	12.816	**
Tc2	<---	V3	1.217	.068	17.888	**
Tc1	<---	V3	1.000			
Tc3	<---	V3	.726	.055	13.268	**
Tc4	<---	V3	1.045	.064	16.329	**
Ca2	<---	V4	.847	.071	11.972	**
Ca1	<---	V4	1.000			
Ca4	<---	V4	1.384	.083	16.672	**
Ca5	<---	V4	1.191	.077	15.375	**
Rr5	<---	V2	1.186	.085	13.953	**

HR – Human Resources Factors

V1– Organisation Fit

V2-Remuneration and Recognition

V3-Training and Career Development

V4-Challenging Employment Assignments

The above estimates are unstandardised regression estimates. That is, for example 5.286 under the column estimate says that as the value of Human Resources Factors (HR) goes up by 1, the value of Remuneration and Recognition (V2) goes up by 5.286. The values given above are the regression estimates of the corresponding independent variables. S.Es are the Standard Errors of respective regression coefficients. C.R (Critical ratio) is the ratio of regression estimate values to S.E. Probability shows which regression coefficients are significantly contributing to the dependent variables (** indicates the respective regression weights are significant at less than 1%). However, the model fit indicates that the corresponding factors of the indicator variables load on a higher order factor namely Human Resources Factors. The revised model gave chi square value of 402.536 (P<.001) and CMIN value 3.727 with GFI being 0.918 and NFI and CFI values were 0.916 and 0.936 respectively. RMSEA value was 0.071, which is less than the acceptable higher limit of 0.08. All the variables were found to be significantly explained by the higher order factor namely Human Resources Factors. Each indicator variable of the respective latent construct also found to explain significantly the relationship with its own factor at 1% level.

ORGANISATIONAL CULTURE FACTORS

Confirmatory Factor Analysis for Organisational Culture Factors

The Organisational Culture Factors consisted of 4 dimensions namely:

1. Organisational Leadership,

2. Team Relationship,

3. Communication and

4. Working Environment.

This part of the research model proposes to explain that the Organisational Culture Factors, as an independent variable, explains the relationship in the enodegenus (dependent) constructs.

A measurement model for each of the 4 individual dimensions was considered. If the measurement models are good representation of the respective domains they measure, then in the next step a second-order factor model was developed to test whether the hypothesized higher order factor accounted for the relations among the lower order factors.

The following table 4.44 shows the details about the number of items used in each construct, the variable names assigned to each item as well as each construct.

Table 4.44: Constructs used in the research model for Organisational Culture Factors

Name of the Construct	No. of items	Variable Names
1.Organisational Leadership	4	OL1-OL4
2. Team Relationship	4	TR1-TR4
3.Communication	5	CO1-CO5
4. Working Environment	7	WE1-WE7

First Order CFA for Organisational Leadership

The Organisational Leadership and other factors consisting of a set of statements were measured on the 5 point scale namely strongly agree, agree, neutral, disagree and strongly disagree. The proposed factors of Organisation Leadership were factor analyzed to determine if the items measured the dimensions they were intended to measure. It was expected that items related with each dimension would load high onto their expected factors, it was assumed that these items would not cross load onto other factors. The First Order Factor Model would consist of several indicator variables which will explain the latent construct they represent.

The initial First Order CFA model proposed for Organisational Leadership consisted of the following items.

OL1: The leadership practices in the organisation helps the respondents to become high performing employees.

OL2: The leadership practices in the organisation enhances the respondents satisfaction with their job

OL3: The organisational leadership practices are consistent with the respondents' personal values.

OL4: The organisational leadership practices make a positive contribution to the overall effectiveness of the organisation

The model was tested with the following hypothesis

The observed variables OL1 to OL4 load on the factor "Organisational Leadership".

The model was developed to exhibit the relationship between the indicator variables (items) and the factor dimension. The model gave the following fit statistics. The CMIN values and RMSEA values are within the acceptable limits, Hence the model was retained as having an acceptable fit. The model is given in the figure 4.9.

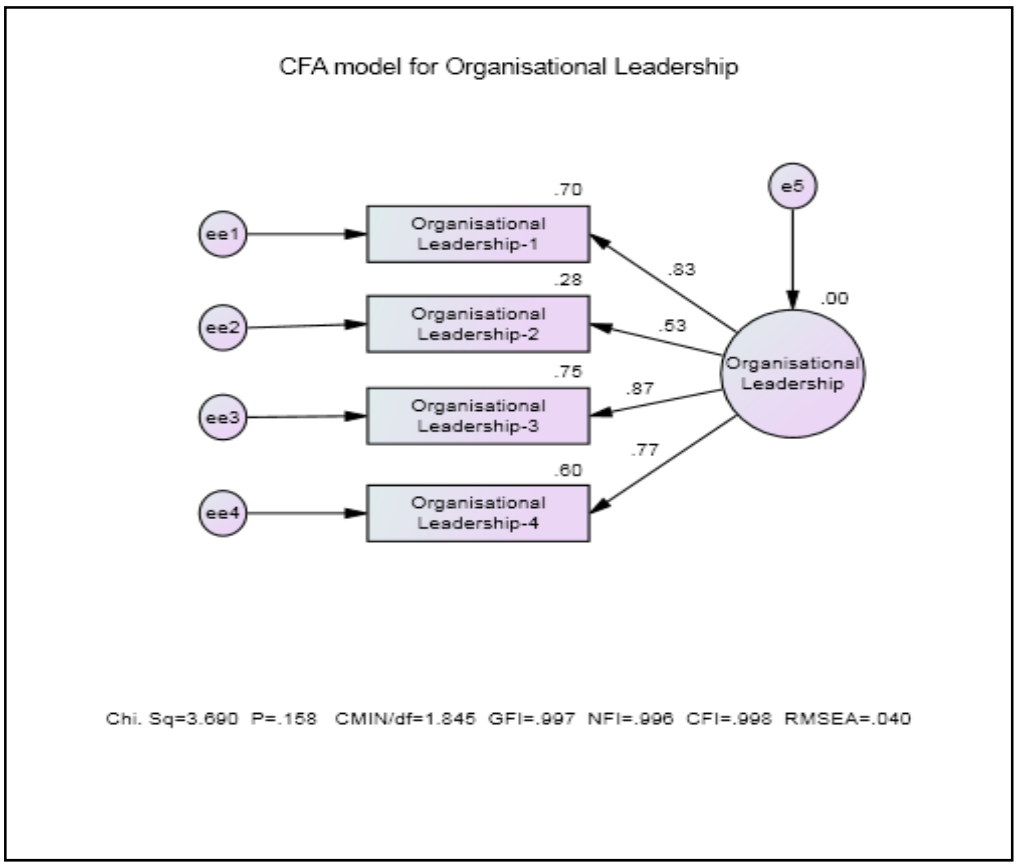


Figure 4.9: CFA for Organisational Leadership

The standardized regression estimates of indicator variables indicate that they have moderate to good factor loadings with values ranging between 0.53 and 0.87. Hence it can be inferred that the model exhibit is a good fit and the hypothesis holds for the Organisational Leadership model.

First Order CFA for Team Relationship

The initial First Order CFA model proposed for Team Relationship consisted of the following items:

TR1: Team work is valued in the organisation

TR2: Members of the team expect and maintain high standards of performance

TR3: Team leaders are recognised for promotion and development

TR4: Each member of the team has a clear idea of the group's goals

The model was tested with the following hypothesis

The observed variables TR1 to TR5 load on the factor named Team Relationship.

As before, the model was developed to exhibit the relationship between the indicator variables (items) and the factor dimension. The model gave the following fit statistics.

Chi. Sq=11.174 (P<.001)

CMIN/df=5.587

GFI=0.990

NFI=0.986

CFI=0.988

RMSEA=0.093

The CMIN values and RMSEA values are above the acceptable limits. However it was found that the fit indices namely, GFI, NFI and CFI are above the allowed minimum of 0.90. Hence model was improved for having an acceptable fit using modification indices given by AMOS. The table 4.45 gives the modification indices.

Table 4.45: Modification Indices for covariances for Team Relationship

			M.I.	Par Change
ef1	<-->	ef2	7.725	.062

It was found that, by allowing correlations between the error terms ef1 and ef2 the model would give a better fit. The resultant model is given in the figure 4.10.

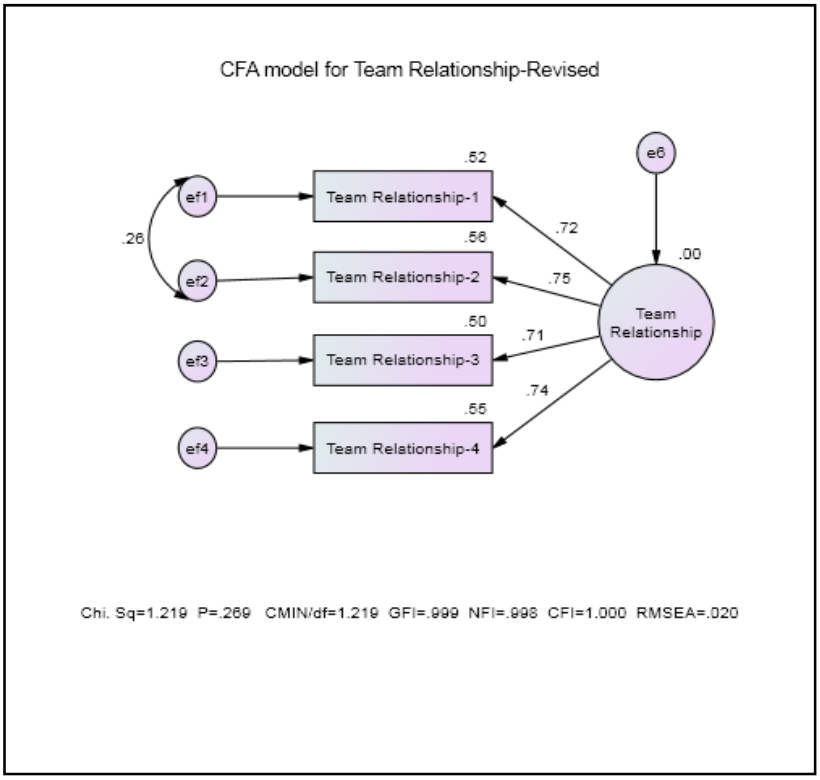


Figure 4.10: CFA for Team Relationship – Revised

The improved model shows that all the fit statistics namely CMIN, GFI, NFI, CFI and RMSEA are within the acceptable limits and make the model a perfect fit for the data when the error terms ef1 and ef2 were allowed to correlate. The standardized regression estimates of indicator variables gave good factor loadings with values ranging between 0.71 and 0.75. Hence the hypothesis was sustained, as all the stated items load on Team Relationship.

First Order CFA for Communication

The initial First Order CFA model proposed for Communication consisted of the following items.

CO1: The organization keeps employees well- informed on matters important to them.

CO2: Sufficient effort is made to determine the views of people who work in the organisation.

CO3: Communication across all levels in this organization tend to be good.

CO4: The organisational structure encourages horizontal and vertical communication.

CO5: There is trust between employees and their supervisors/team leaders

The model was tested with the following hypothesis

The observed variables CO1 to CO5 load on the factor "Communication".

The initial measurement model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension, Communication. The model in figure 4.11 gives the following fit statistics.

Chi. Sq=7.173 (P>0.05),

CMIN/df=1.435

GFI=0.995

NFI=0.994

CFI=0.998

RMSEA=0.028

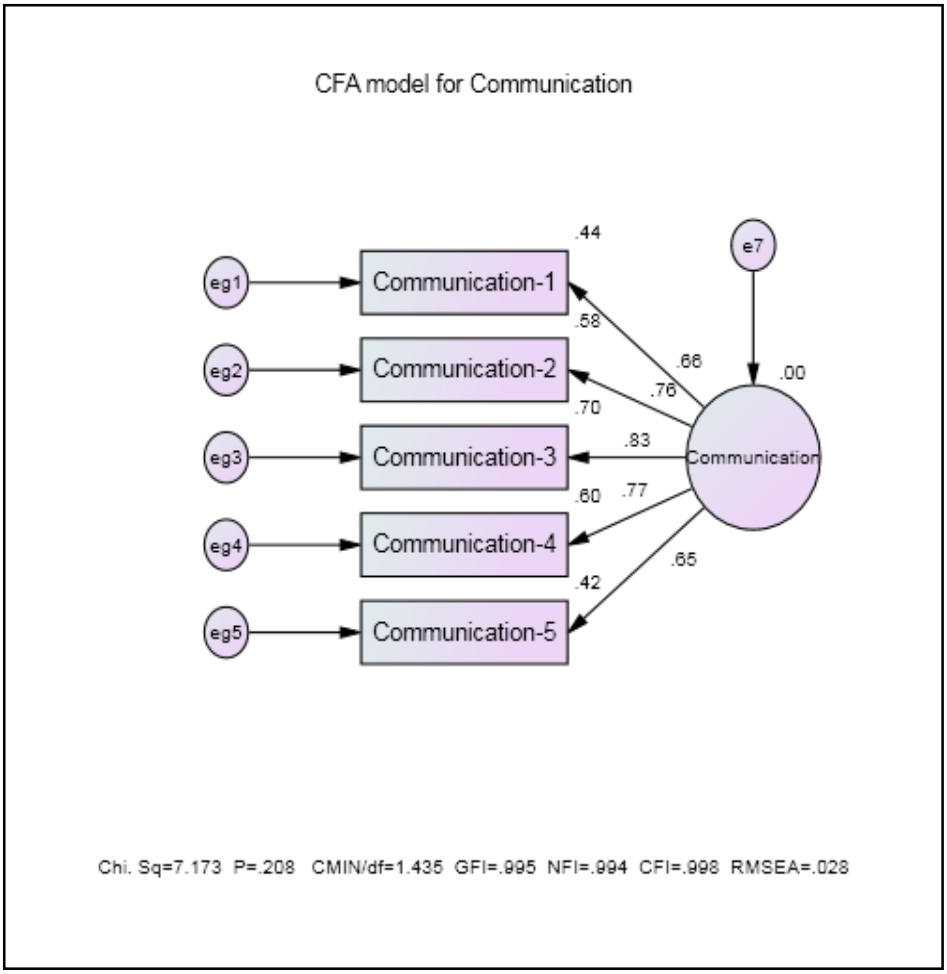


Figure 4.11: CFA model for Communication

These results indicate that all the fit statistics are well within the limits or above the acceptable minimum levels. Hence model can be accepted as a good fit and the

hypothesis is accepted. The factor loadings vary between 0.65 and 0.83 indicating that all the items load high on the latent construct Communication.

First Order CFA for Working Environment

The initial First Order CFA model proposed for Working Environment consisted of the following items.

WE1: The respondents balance their working life and family life

WE2: Overall, the organisation is a harmonious place to work in

WE3: This organisation regards the welfare of its employees as its first priority

WE4: Employees and management get along well in this organisation

WE5: For the work the respondents does, the physical working conditions are very pleasant

WE6: The organization offers a lot of security.

WE7: A spirit of cooperation and teamwork exists in the organisation

The model was tested with the following hypothesis

The observed variables WE1 to WE7 load on the factor named Working Environment.

The initial measurement model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension Working Environment. The model gave the following fit statistics shown figure 4.12

Chi. Sq=224.995 (P<0.001),

CMIN/df=16.071

GFI=0.889

NFI=0.836

CFI=0.844

RMSEA=0.168

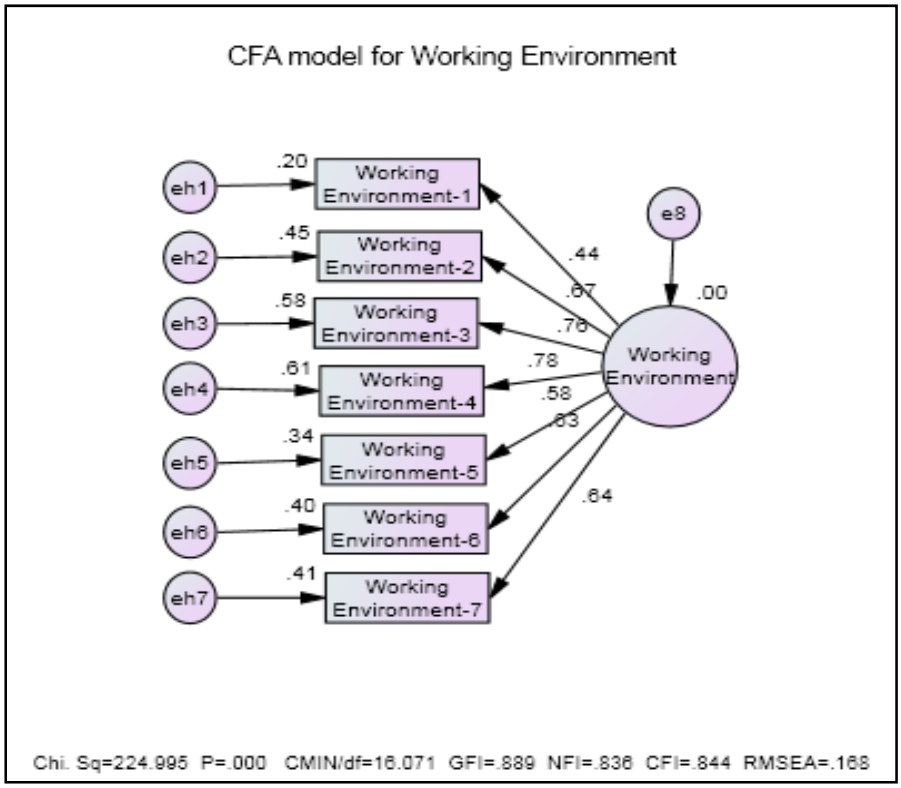


Figure 4.12: CFA model for Working Environment

It could be seen from the fit statistics that the model failed to have a good fit for the data with the 7 indicator items. The Chi square value is to be highly significant with all other statistics exhibiting the either less than the minimum required values or above the acceptable limits. The CMIN values and RMSEA values are above the acceptable limits. It was also found that the factor loading of the indicator variable WE1 was below 0.5 and hence a revised model was attempted to improve the model fit with the variable WE1 removed. However the model did not improve greatly after removing the variable and hence the modification indices of covariances between the error terms were examined to have a better fit. The modification indices are given in table 4.46.

Table 4.46: Modification Indices for Covariances for Working Environment

			M.I.	Par Change
eh6	<-->	eh7	37.983	.153
eh5	<-->	eh6	25.906	.135
eh2	<-->	eh5	21.498	.105
eh4	<-->	eh6	15.152	-.082
eh4	<-->	eh5	16.421	-.076
eh3	<-->	eh7	9.597	-.064
eh3	<-->	eh6	6.905	-.065
eh3	<-->	eh5	4.046	-.044
eh3	<-->	eh4	32.121	.096

The modification indices suggest that the model chi square will greatly reduce if the error terms eh3 and eh4, eh5 and eh6 and eh6 and eh7 were allowed to correlate. The improved results are shown in the following figure 4.13.

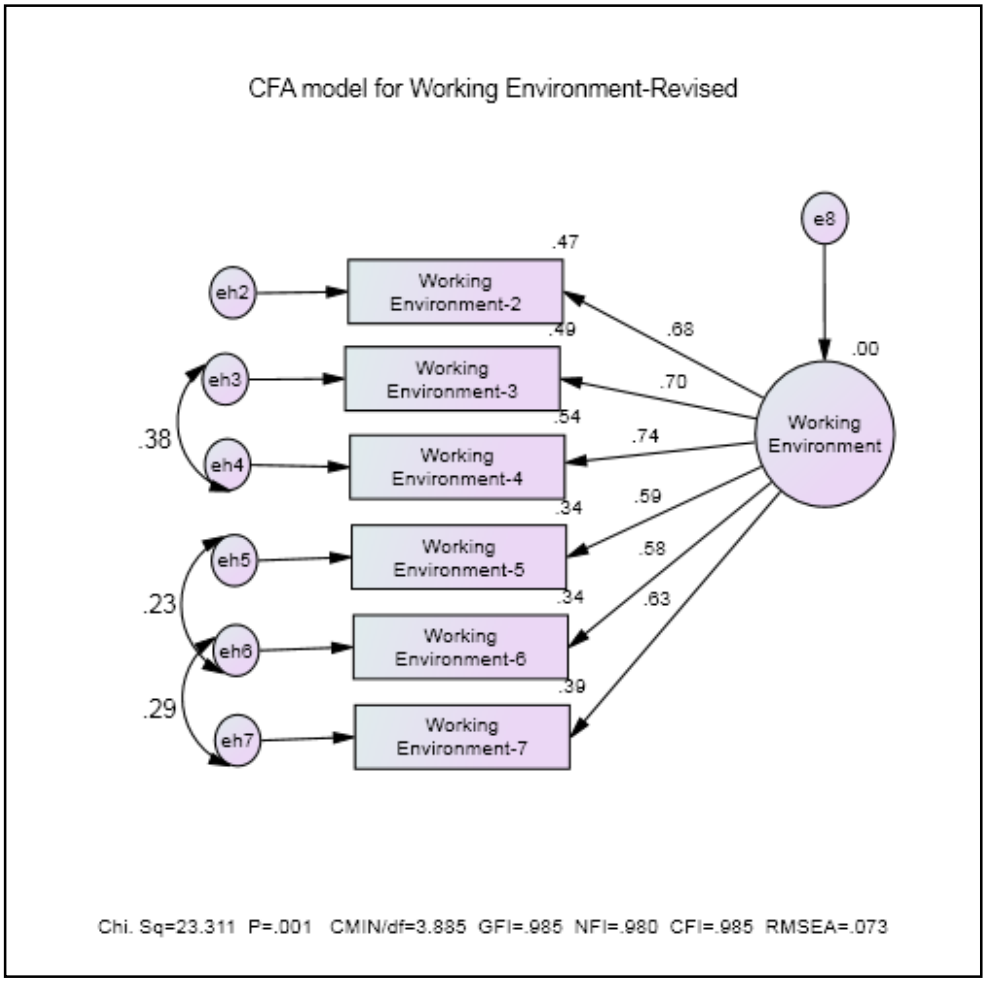


Figure 4.13: CFA model for Working Environment – Revised

The revised model shows that all the fit statistics are in the acceptable levels to say the model as a good fit for the data. The regression weights for all the 6 variables are above 0.5 with loadings ranging between 0.58 and 0.74 which shows that the indicator items have good loading on the latent construct Working Environment. Hence the

hypothesis was accepted with only 6 variable enough to explain the latent construct namely, Working Environment.

It is concluded that "Balancing the work life and family life" does not impact the respondents' perception of "Working Environment"

Second Order Factor Model for Organisational Culture Factors

The factor models which are measurement models explaining the relationship between the four latent constructs namely Organisational Leadership, Team Relationship, Communication and Working Environment and their respective indicator variables were finally arrived at in the revised models discussed before. The goodness of fit indices for these measurement models were satisfactory. In the second order factor model the model fit was tried considering the four hypothesized factors together. If these constructs (latent factors) were highly correlated in the first-order factor model, a second-order factor model would provide a more parsimonious and interpretable model. A second-order factor model allowed us to test whether the hypothesized higher order factor accounted for the relations among lower order factors and it further simplified the interpretations of complex structures of the first-order model The second order factor model with the four factors of Human Resources Factors with their respective indicator variables was proposed in the initial model.

The hypothesis was stated as follows:

The constructs of Organisational Culture Factors is adequately explained by the four factors namely Organisational Leadership, Team Relationship, Communication and Working Environment.

The following figure 4.14 shows the initially obtained second order factor model for Organisational Culture Factors.

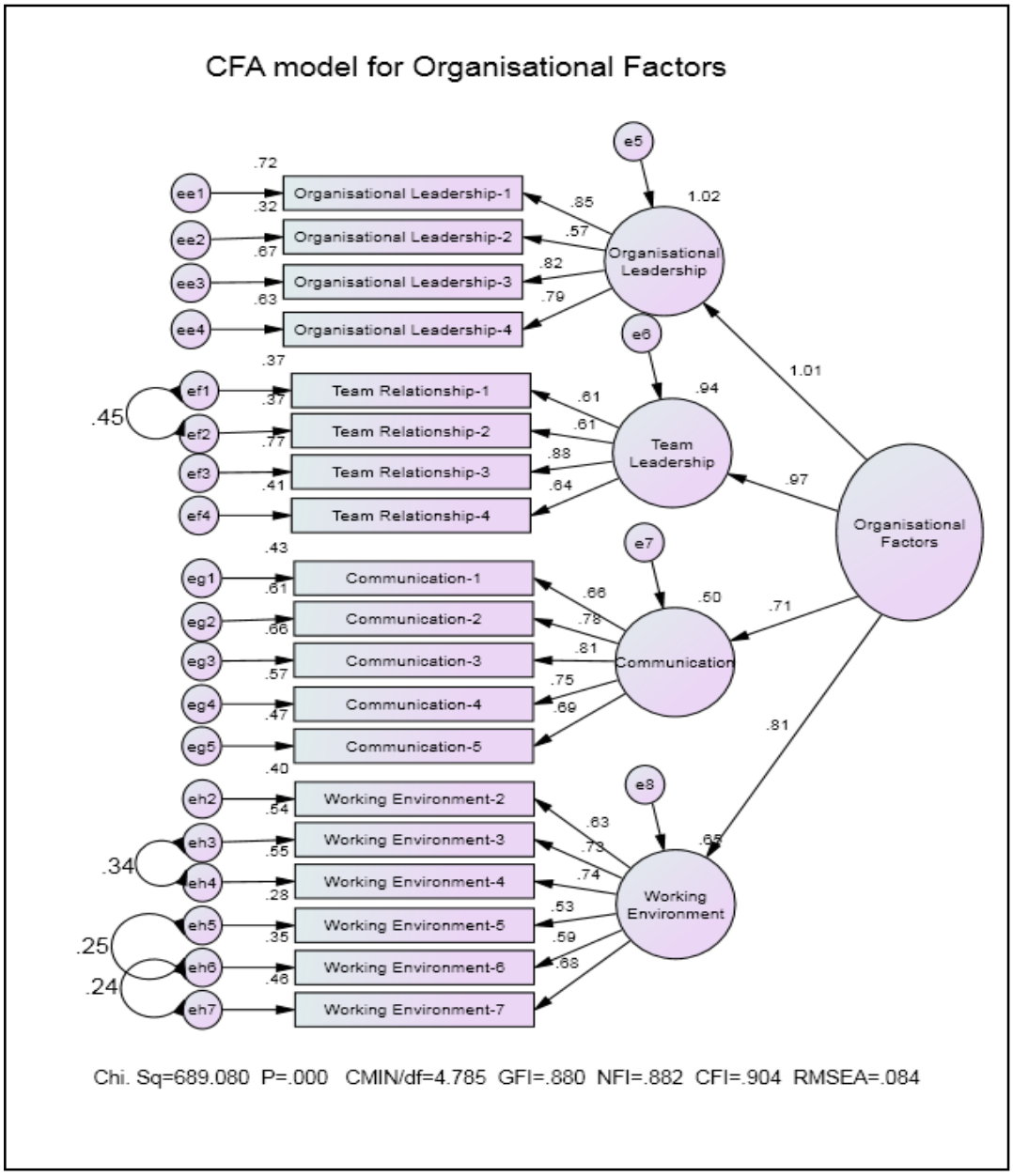


Figure 4.14: CFA model for Organisation Culture Factors

The initially proposed second order factor model suggests that the model does not have an acceptable fit. The CMIN/df value is found to be 4.7855 which is above the admissible level of 5. Also the other measures namely the GFI, NFI and CFI values are below 0.90 and the RMSEA value of 0.083 is above the acceptable limit of 0.08. It was seen earlier that individually, the measurement models of each factor had an appreciable fit and the nature of the factors also indicate that these four are related to each other. To have a more acceptable fit, the error term of the indicator variables are allowed to correlate with either their own factor variables or across the error terms of other factor variables and the model was run again in AMOS.

The improvements in the model by correlating the error terms were made by using the Modification Indices shown in table 4.47.

Table 4.47: Modification Indices for covariances for Organisation Culture Factors

			M.I.	Par Change				M.I.	Par Change
eg5	<-->	eh7	11.778	0.068	eg1	<-->	ef1	13.723	0.071
eh2	<-->	eh5	28.708	0.119	eg1	<-->	ef3	7.794	-0.048
eh3	<-->	eh7	9.862	-0.056	eg2	<-->	eh7	6.379	0.048
ef4	<-->	eh7	22.178	0.088	eg2	<-->	eh2	5.652	-0.05
ef4	<-->	eh6	8.557	-0.067	eg2	<-->	eh4	5.39	-0.039
ef1	<-->	eh7	13.39	0.063	eg3	<-->	eg4	10.487	0.054
ef1	<-->	eg5	9.201	-0.058	ee4	<-->	eh7	9.64	-0.052
ef1	<-->	eh3	9.478	-0.054	ee4	<-->	eh6	7.246	0.055
ef1	<-->	eh4	4.705	0.033	ee4	<-->	eg5	6.612	-0.048
ef1	<-->	ef4	5.889	0.044	ee4	<-->	eh5	4.242	0.039
ef2	<-->	eh4	11.692	-0.049	ee4	<-->	eh4	4.223	-0.031
ef2	<-->	ef4	24.675	0.085	ee4	<-->	ef3	24.195	0.071
ef3	<-->	eh7	4.046	-0.031	ee1	<-->	eh7	4.337	0.034
ef3	<-->	eh6	4.599	0.041	ee1	<-->	eg5	11.819	0.063
ef3	<-->	eg5	5.545	0.041	ee1	<-->	eh4	4.482	-0.031
ef3	<-->	eh5	12.68	-0.062	ee1	<-->	ef1	5.793	-0.038
ef3	<-->	eh2	7.609	-0.048	ee1	<-->	ef3	12.771	0.05
ef3	<-->	eh3	8.497	0.046	ee1	<-->	eg1	6.939	-0.048
ef3	<-->	ef4	7.047	-0.043	ee1	<-->	eg2	6.593	0.045
eg4	<-->	ORG	5.094	-0.051	ee1	<-->	ee4	9.357	-0.047
eg4	<-->	eh6	6.543	-0.057	ee2	<-->	ef4	5.979	0.051
eg4	<-->	eh3	4.225	-0.038	ee2	<-->	ef2	6.819	0.047
eg4	<-->	eh4	19.671	0.072	ee2	<-->	ef3	5.56	-0.04
eg4	<-->	ef4	7.187	0.052	ee3	<-->	eh7	5.226	-0.037
eg4	<-->	ef1	4.285	0.037	ee3	<-->	ef4	22.146	-0.08
eg4	<-->	ef2	15.184	-0.065	ee3	<-->	ef2	4.097	-0.03
eg4	<-->	ef3	11.095	-0.053	ee3	<-->	ee4	4.82	0.033
eg1	<-->	eh5	8.958	0.066	ee3	<-->	ee1	8.759	0.043
eg1	<-->	eh2	5.275	0.05					

The revised model shows that all the fit statistics are within the acceptable levels. The standardized regression coefficients of the latent factors and their corresponding indicator variables were also found to be satisfactory Hence the hypothesis was inferred as accepted.

Regression Weights

The following table 4.49 shows the unstandardised regression coefficients of the paths developed for the revised model.

Regression Weights: (Group number 1 - Default model)

V5– Organisational Leadership, V6-Team Relationship,

V7- Commuinication, V8-Working Environment

ORG – Organisational Culture Factors

Table 4.48: Unstandardised regression estimates for Organisational Culture Factors

			Estimate	S.E.	C.R.	Prob.
V5	<---	ORG	1.000			
V6	<---	ORG	1.050	.054	19.580	**
V7	<---	ORG	.747	.049	15.271	**
V8	<---	ORG	.727	.047	15.374	**
OL3	<---	V5	1.000			
OL2	<---	V5	.628	.045	13.920	**
OL1	<---	V5	1.079	.048	22.417	**
OL4	<---	V5	.919	.046	19.983	**
CO3	<---	V7	1.000			
CO2	<---	V7	1.040	.054	19.219	**
CO1	<---	V7	.801	.051	15.742	**
CO4	<---	V7	.934	.051	18.408	**
TR3	<---	V6	1.000			
TR2	<---	V6	.606	.043	14.253	**
TR1	<---	V6	.682	.045	15.181	**
TR4	<---	V6	.692	.044	15.882	**
WE4	<---	V8	1.000			
WE3	<---	V8	1.125	.058	19.395	**
WE2	<---	V8	.840	.066	12.698	**
WE5	<---	V8	.662	.065	10.212	**
CO5	<---	V7	.863	.052	16.522	**
WE6	<---	V8	.958	.078	12.320	**
WE7	<---	V8	.949	.065	14.543	**

The estimates shown in table 4.48 are the unstandardised regression estimates. It is seen that all the regression coefficients are found to be significant at one per cent level. Probability shows that all regression coefficients are significantly contributing to the dependent variables (** indicates the respective regression weights are significant at less than 1%). However, the model fit indicates that the corresponding factors of the indicator variables load on a higher order factor namely Human Resources Factors. The revised model gave chi square value of 555.006 (P<.001) and CMIN value 3.964 with GFI at.901 and NFI and CFI values were 0.905 and 0.927 respectively. RMSEA value was 0.074, which is less than the acceptable limit of 0.08. All the factors were found to be significantly explained by the higher order factor namely Organisational Culture Factors. Each indicator variable of the respective latent construct also found to explain significantly the relationship with its own factor at 1% level.

ORGANISATIONAL COMMITMENT

First Order CFA for Organisational Commitment

Organisational Commitment is hypothesized as having influenced by Performance Appraisal Perception and mediated by Human Resources Factors and Organisational Culture Factors. However, before proceeding further, the CFA is to be carried out to assess whether the measurement model for organizational Commitment fits the data. The initial First Order CFA model proposed for Organisational Commitment consisted of the following items.

OC1: The respondents feel a strong sense of belonging to this organisation

OC2: The respondents could just as well be working for a different organization if the type of work were similar

OC3: The respondents often find it difficult to agree with the organization's policies on important matters relating to its employees.

OC4: The organization really inspires the very best in me in the respondents job performance

OC5: The respondents find that my values and this organization's values are very similar

OC6: There is little to be gained by remaining in the organization indefinitely

OC7: The respondents are willing to put in a great deal more effort than normally expected to help the organization be successful.

OC8: The respondents are proud to tell others that they are part of the organization

OC9: The respondents really care about the fate of the organization

The model was tested with the following hypothesis;

The observed variables OC1 to OC9 load on the factor named Organisational Commitment

The model was developed to exhibit the relationship between the indicator variables (items) and the factor dimension. The model gave the following fit statistics which are also depicted in figure 4.15

Chi. Sq=274.022(P<0.01)

CMIN/df=10.149

GFI=0.895

NFI=0.807

CFI=0.821

RMSEA=0.131

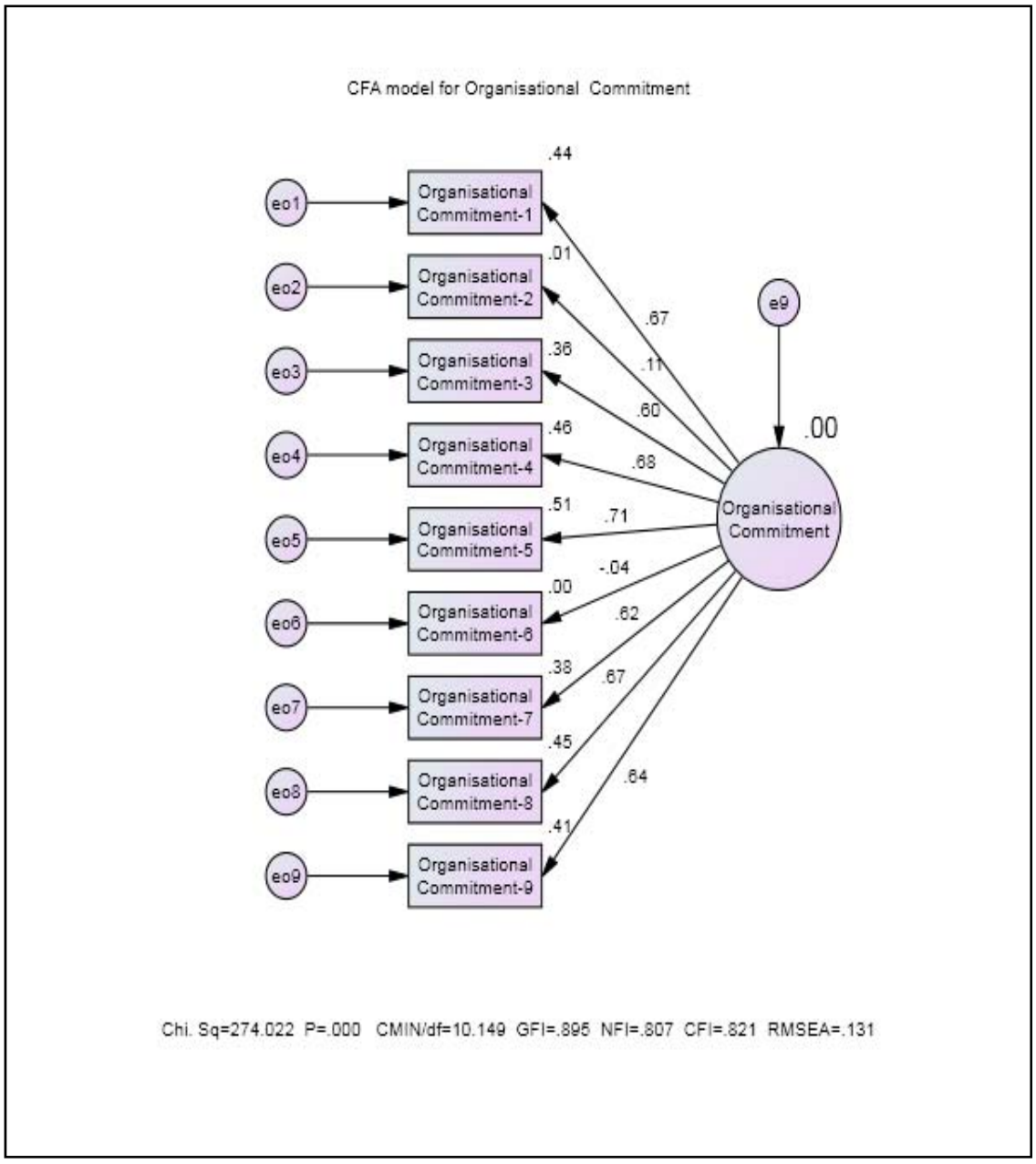


Figure 4.15: CFA model for Organisational Commitment

The model shows that all the fit statistics namely CMIN, GFI, NFI, CFI and RMSEA are not within the acceptable limits or above the minimum value admissible for a model to be a good fit. The standardized regression estimates of indicator variables gave low factor loadings for OC2 and OC6 and hence the model was again run with AMOS. The model however did not improve the fit any way. Hence the modification indices were looked at so that the model fit can be improved with allowing of error term correlations. The modification indices for the covariances are given below table 4.49

Table 4.49: Modification Indices for Covariances for Organisational Commitment

			M.I.	Par Change
eo4	<-->	eo3	23.790	.122
eo5	<-->	eo4	23.918	.088
eo7	<-->	eo4	37.465	-.102
eo8	<-->	eo3	9.094	-.077
eo8	<-->	eo5	11.868	-.063
eo9	<-->	eo3	12.953	-.086
eo9	<-->	eo4	26.248	-.093
eo9	<-->	eo7	50.024	.113
eo9	<-->	eo8	26.871	.095

The modification indices show that the model can be improved by correlating the error terms eo9 and eo8, between eo4 and eo7, between eo4 and eo5. However, it was found that when these correlations were allowed, the covariance of the model became negative and the model was unacceptable. Hence

the model was revised further by removing the indicator variable with negative covariances and run again. The model was revised further with possible error correlations and is presented in figure 4.16.

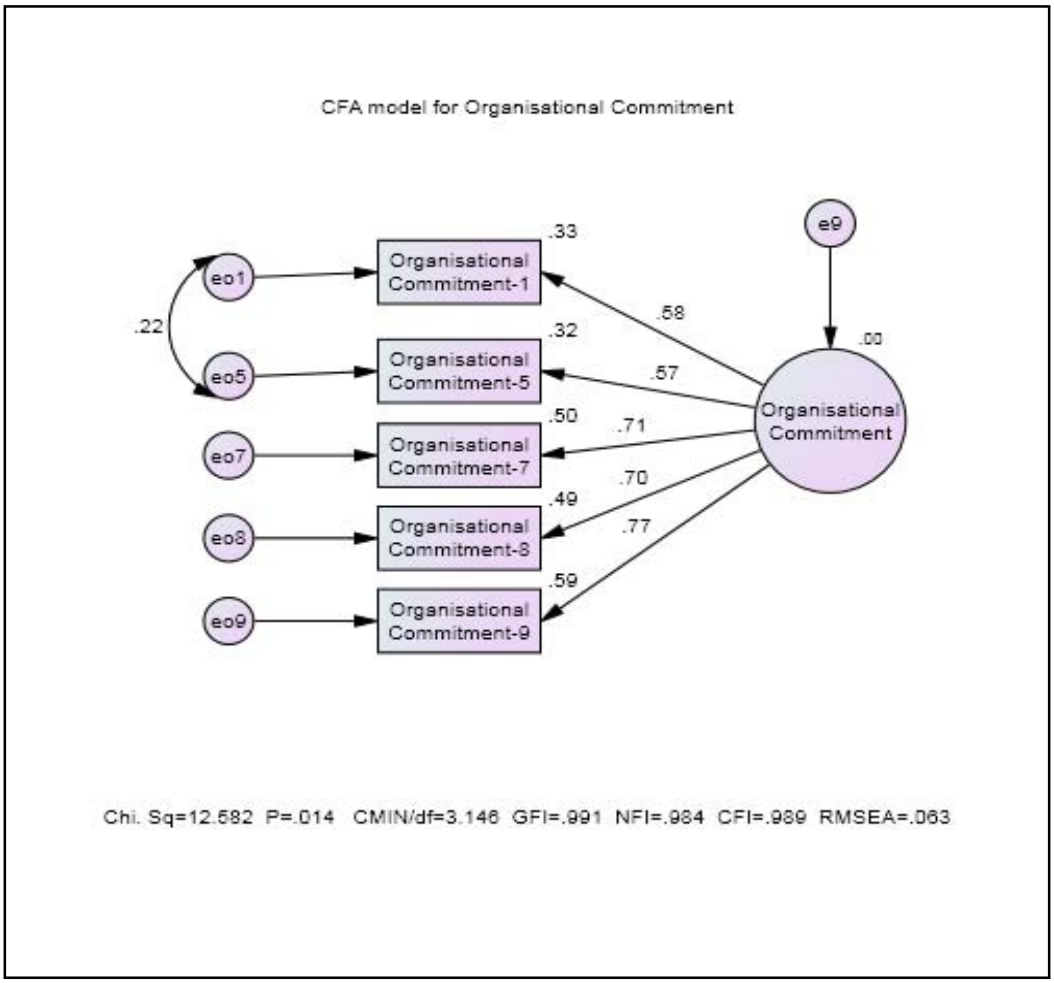


Figure 4.16: CFA model for Organisational Commitment – revised

The model presents a respectable fit for the factor Organisational Commitment with only 5 variables explaining the factor. It was observed that the factor loadings are above 0.50 . The fit statistics show that CMIN value is 3.146 which is less than the maximum limit of 5 and RMSEA value being 0.063 which is also within the limits of

0.06 to 0.08. The goodness of fit indices namely, GFI, NFI and CFI are greater than 0.95. Hence the hypothesis was accepted.

It is observed that the negative statements that were used to ensure that the Organisational Commitment scores are error free have been removed from the resultant model. This shows that Organisational Commitment is adequately explained by the positive statements that were used to examine the latent construct.

TURNOVER INTENTIONS

First Order CFA for Turnover Intentions

Turnover Intention is hypothesized as having influenced by Performance Appraisal Perception and mediated by Human Resources Factors and Organisational Culture Factors along with Organisational Commitment. However, before proceeding further, the CFA is to be carried out to assess whether the measurement model for Turnover Intentions fits the data.

The initial First Order CFA model proposed for Turnover Intention consisted of the following items.

TI1: The respondents plan to work at in the present job for as long as possible.

TI2: The respondents will most certainly look for a new job in the near future

TI3: The respondents plan to stay in this job for at least two to three years.

TI4: The respondents would hate to quit this job.

The model was tested with the following hypothesis;

The observed variables TI1 to TI4 load on the factor named Turnover Intentions

As before, the model was developed exhibiting the relationship between the indicator variables (items) and the factor dimension. The model gave the following fit statistics.

Chi. Sq=3.706(P>0.05)

CMIN/df=1.853

GFI=0.997

NFI=0.991

CFI=0.996

RMSEA=0.131

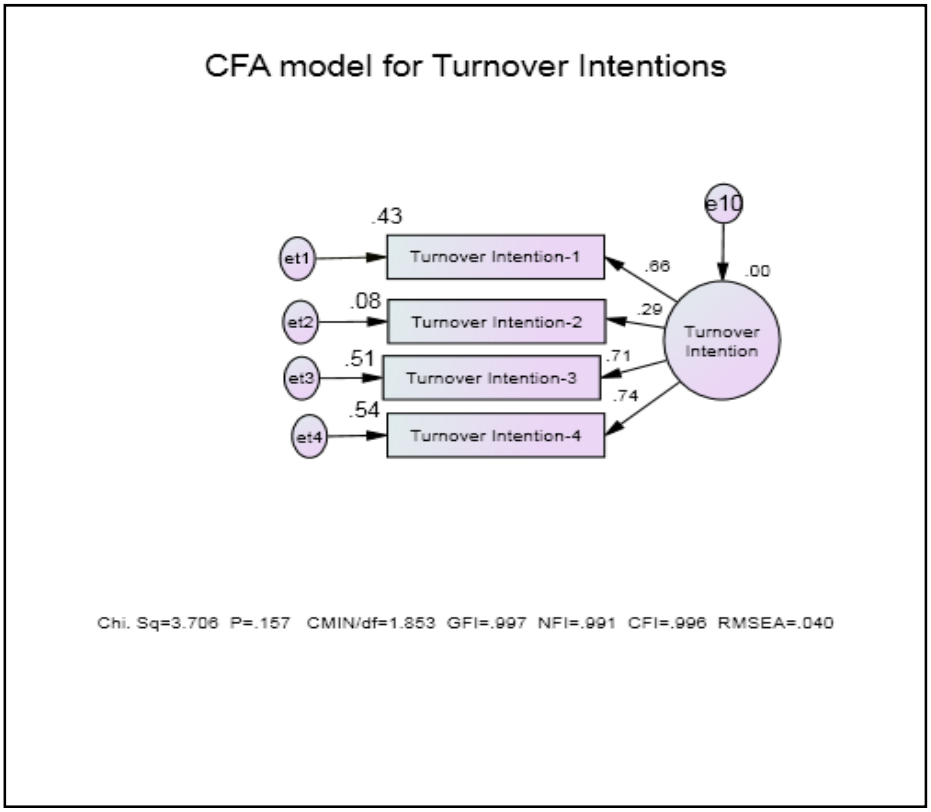


Figure 4.17: CFA model for Turnover Intentions

The model in figure 4.17 shows that all the fit statistics namely CMIN, GFI, NFI, CFI and RMSEA are within the acceptable limits or below the maximum value admissible for a model to be a good fit. The standardized regression estimates of indicator variables gave high factor loadings for all the variables except TI2. However, when the variable was removed it was found that the model became saturate, and no hypothesis testing could be done since the fit indices could not be found out. Chi square and RMSEA values became 0 showing that the model is unique and hypothesis testing cannot be done. Hence the variable was retained and hypothesis was accepted.

PERFORMANCE APPRAISAL PERCEPTIONS

Performance appraisal perceptions were studied based on the variables shown in table 4.50

Table 4.50: Constructs used in the research model for Performance Appraisal Perception

Name of the Construct	No. of items	Variable Names
Procedural Fairness	6	PF1-PF6
Interpersonal Trust Measures	5	IT1-IT5

Confirmatory Factor Analysis (CFA) was adopted to validate the constructed scales developed for Performance Appraisal Perception (11 items) measuring 2 latent constructs. The first step was to consider the fitting of the measurement model for each of the 2 individual dimensions of Performance Appraisal Perception. If the measurement models were good representation of the respective domains individually, in the next step a second-order factor model was developed to test whether the hypothesized higher order factor accounted for the relations among lower order factors. This further simplified the interpretations of complex structures of the first-order model. Hence, the last step was to test for the fitting of the second order factor model to assess whether the overall Performance Appraisal Perception was well captured and represented by the two underlying factors. The data were analyzed using AMOS ver 20.0 The parameters of the models were estimated by maximum likelihood method.

First Order Confirmatory Factor Analysis (CFA) for Procedural Fairness

The Procedural Fairness factor consists of 6 items which were measured on the 5 point scale namely strongly agree, agree, neutral, disagree and strongly disagree. The proposed factors of Performance Appraisal Perception were factor analyzed to determine if the items measured the dimensions they were intended to measure. It was expected that items related with each dimension would load high onto their expected factors, it was assumed that these items would not cross load onto other factors. The First Order Factor Model would consist of several indicator variables which will explain the latent construct they represent.

The initial First Order CFA model proposed for Procedural Fairness consisted of the following items.

PF1: The procedure for preparing measures to evaluate the department's performance is applied consistently among the sections

PF2: All sections are treated similarly by respectively considering the non-financial measures of each section.

PF3: The procedure for determining department performance measures provides sufficient opportunity for section managers to present views and opinions before the performance measures are finalized

PF4: The procedure for determining department performance measures provides sufficient opportunity for section managers to present views and opinions before the performance measures are finalized

PF5: The department performance measures are based on accurate information

PF6: The department performance measures are determined by the HoD in an unbiased manner

The model was tested with the following hypothesis:

The observed variables PF1 to PF6 load on the factor named Procedural Fairness.

The initial model exhibiting the relationship between the indicator variables (items) and the factor dimension is given in the following diagram. The path diagram shown below gives the results of the model estimation. The values above the arrows are the regression weights of the respective variables. The values given above the rectangles are the squared multiple correlations. The variables e1 to e7 are the associated error terms for the respective indicator variables. The estimation and model fit statistics are given below in figure 4.18.

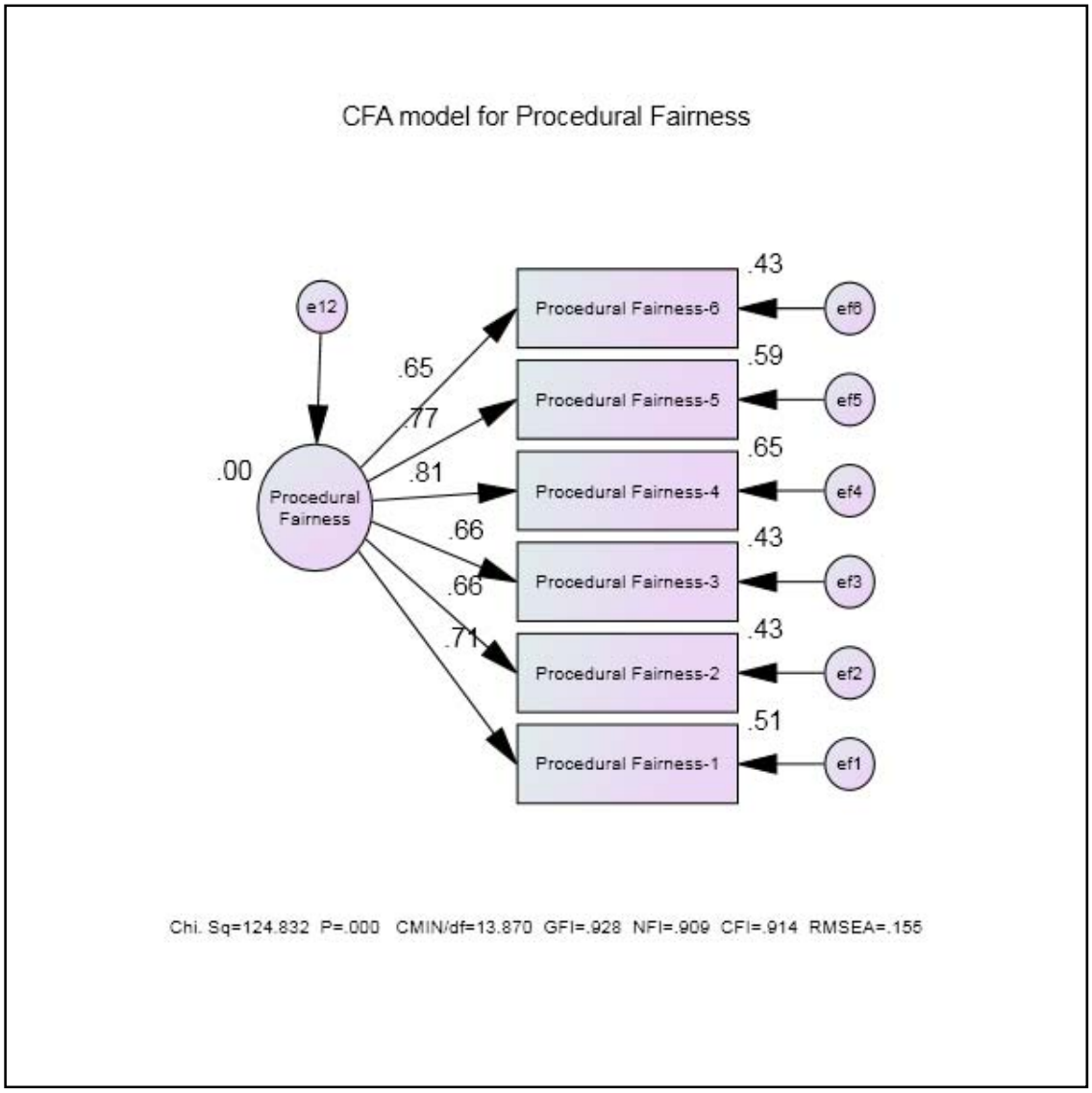


Figure: 4.18: CFA model for Procedural Fairness

For the construct, Procedural Fairness, Chi-square test statistic (CMIN) value is 124.832 and the associated probability is 0.000 which shows that the chi square statistics is significant (P<0.001). This suggests that the hypothesized model is not a good fit. When considering other goodness-of-fit measures, for instance, the ratio θ^{2}/df, also indicates that the measurement model for Procedural Fairness construct has not fitted the data well. That is, θ^{2}/df value is found to be greater than 5 (Hereinafter θ^{2}/df will be called as CMIN). The other goodness of fit measures namely GFI, NFI and CFI are found to be above 0.90 but the RMSEA value is above the admissible limits (RMSEA should be less than 0.05). Hence the model was revised by using the Modification Indices. Modification indices (MI) were given by AMOS to improve the model fit by allowing correlations between error terms and interdependence of the scales in the analysis. The model fitting could be improved after modification, and hence this was performed in this study to have a better fit.

Modificaion Indices for Covariances

The modification indices computed for the default model suggested that there was scope for improvement in the fit of the model. The M.I given in the table represent Modification Index and the arrow marks joining the error variables indicate how much the chi square value would reduce if the error terms are allowed to correlate. Par Change gives the expected change in the parameter estimates. The M.I table shows that allowing the error terms res2 and res1 to correlate would greatly decrease the CMIN values and further reduction in the CMIN values are possible by allowing res4 and res3 to correlate. In the beginning the error terms res2 and res1 were allowed to correlate and the results

were observed. The revised model incorporating the error terms correlation is given below.

Table 4.51: Modification indices for Covariances for Procedural Fairness

			M.I.	Par Change
ef2	<-->	ef1	97.630	.211
ef3	<-->	ef1	7.773	-.059
ef4	<-->	ef2	10.508	-.057
ef5	<-->	ef1	5.154	-.041
ef5	<-->	ef2	11.953	-.066
ef5	<-->	ef3	5.382	.044
ef6	<-->	ef1	7.034	-.058
ef6	<-->	ef4	4.092	.037
ef6	<-->	ef5	4.664	.043

The modification indices computed for the default model suggested that there was scope for improvement in the fit of the model. The M.I given in the table represent Modification Index and the arrow marks joining the error variables indicate how much the chi square value would reduce if the error terms are allowed to correlate. Par Change gives the expected change in the parameter estimates. The M.I table shows that allowing the error terms ef2 and ef1 to correlate would greatly decrease the CMIN values and further reduction in the CMIN values is possible by correlating ef5 and ef2. In the beginning the error terms ef2 and ef1 were allowed to correlate and the results were

observed. The revised model incorporating the error terms correlation is given below in figure 4.19.

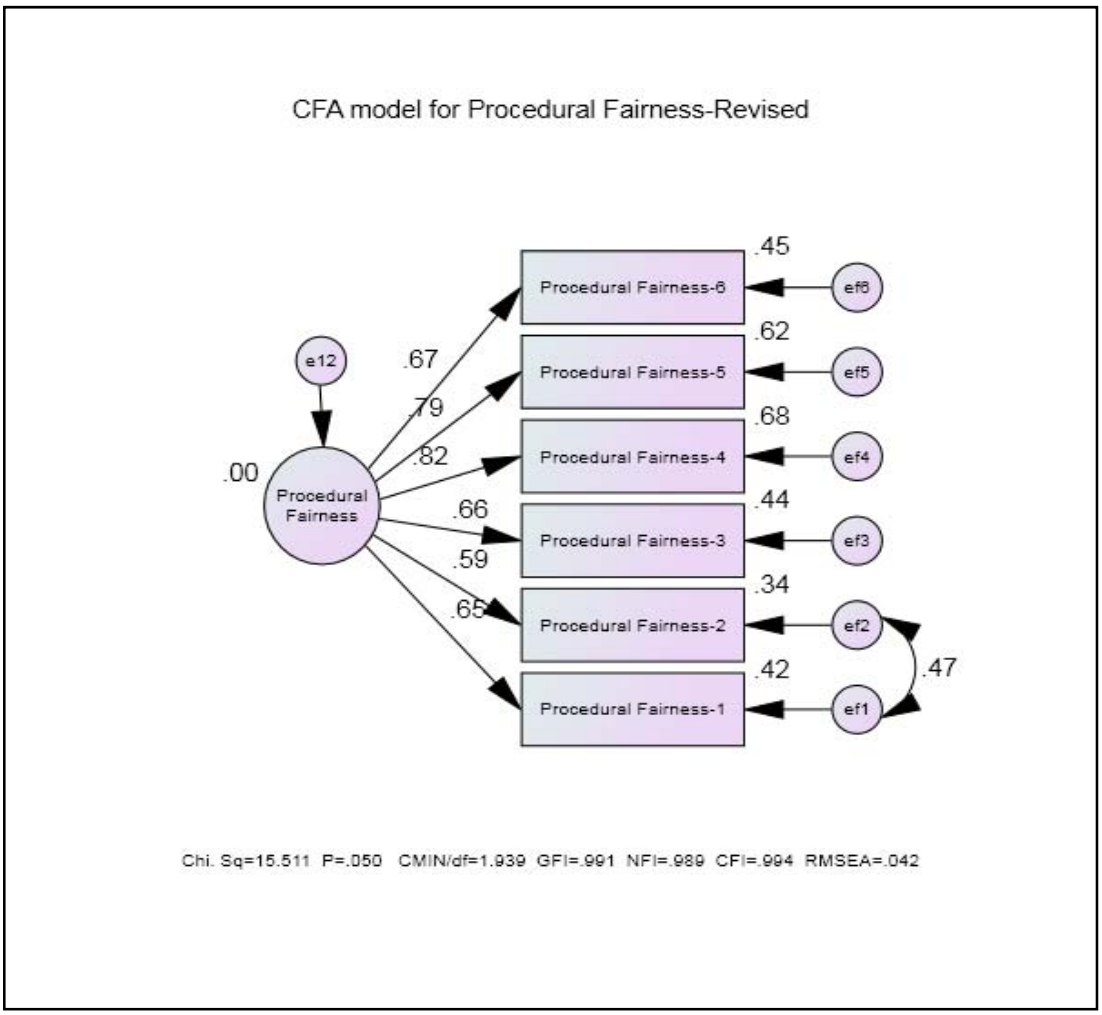


Figure 4.19: CFA model for Procedural Fairness – Revised

A model of good fit was arrived at after correlating the error term variables ef2 and ef1. The model fit parameters very much qualified for a best fit. The CMIN value was only 1.939 with GFI NFI and CFI all above 0.95 with RMSEA value 0.042 which meets the requirement of good fit when RMSEA is less than 0.05. The factor loading of all the

variables from PF1 to PF6 have high loadings. Since the error term correlation allowed a good fit for the model, further inclusion of error term variables for correlations suggested by MI were not necessary. The revised model holds the hypothesis stated above.

Factor loadings

The path diagram above shows the standardized estimates for the observed variables. These weights are independent of the units with which the variables were measured and hence comparable. The path diagram given above shows the standardized regression coefficients and the squared multiple correlations. The standardized regression weights for each of observed variables of Procedural Fairness are given with the leading arrows. These are nothing but the factor loading of the each variable on the latent variable Procedural Fairness. The higher the loading the better the variable explains about the factor. The path shows that the variable PF4 (Procedural Fairness-4) loads higher on Procedural Fairness dimension compared to other variables. The factor loadings of other variables range from 0.59 to 0.82 indicating that most of the variables explain the Procedural Fairness.

First order CFA for Interpersonal Trust Measures

The second initial CFA model proposed for Interpersonal Trust Measures consisted of the following five items.

IT1: The respondent's senior manager (HoD) takes advantage of opportunities that come up to further their interest by his/her actions and decisions.

IT2: The respondents feel free to discuss with their HoD the problems and difficulties they have in the job without jeopardizing their position or having it 'held against' them later on

IT3: The respondents feel confident that their HoD keeps them fully and frankly informed about things that might concern them

IT4: HoDs at times must make decisions which seem to be against the interests of their division/department HoDs

IT5: When this happened to the respondents believe that their HoD's decision is justified by other considerations

The model was tested with the following hypothesis

The observed variables IT1 to IT4 load on the factor "Interpersonal Trust Measures".

The initial model exhibiting the relationship between the indicator variables (items) and the latent factor is given in the figure 4.20. .

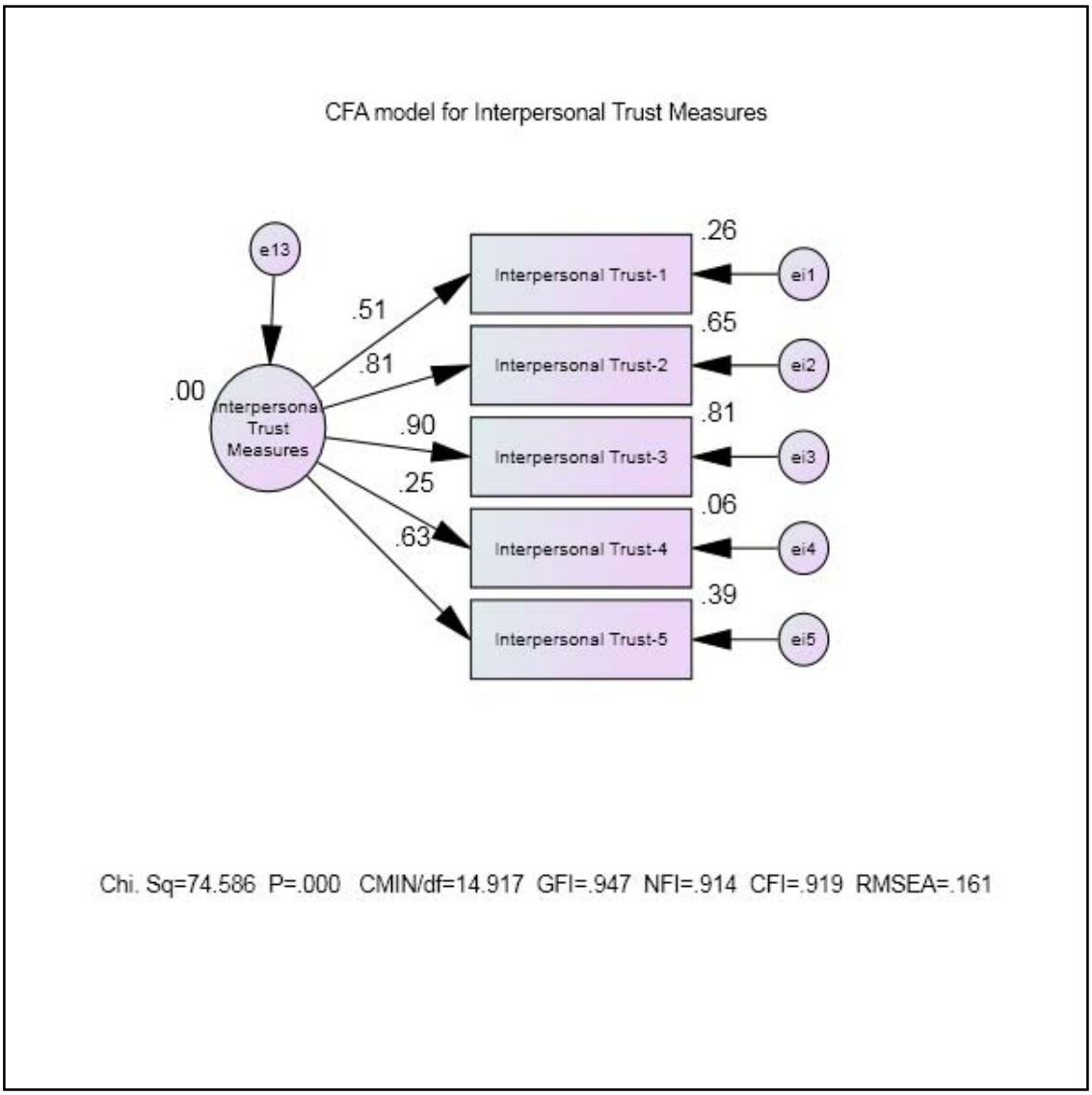


Figure 4.20: CFA model for Interpersonal Trust

It could be seen from the model results given in the diagram that all the model fit measures are not within the admissible level. The Chi square value 74.586 which is found to be significant (P<0.001) and the CMIN value is 14.917 which is well above the limit of

5. RMSEA value is very high with a value of 0.161 which is above the limit of 0.05 which indicates that the model fit measures do not satisfy the goodness of fit criteria. However, the GFI, NFI and CFI are well above 0.90. The standardized regression weights for all the indicator variables, IT1, IT2, IT3 and IT4 explain that these variables have loaded well on Interpersonal Trust Measures with factor loadings varying between 0.5 and 0.90. The only item which has very poor factor loading is IT4 with a regression weight of 0.25, which means IT4 explains poorly the factor Interpersonal Trust Measures. Hence, this indicator variable was removed and the measurement model was redrawn for a possible goodness of fit. The following were the goodness of fit indices arrived after removing the variable IT4.

Chi.sq=9.088

P=0.11

CMIN/df=4.544

GFI=0.992

NFI=0.988

CFI=0.991

RMSEA=0.081

However, after removing the item IT4, the model has improved but just short of good fit measures. Hence the modification indices were examined for a possible better fit. The modification indices are given in table 4.52.

Table 4.52: Modificaion Indices for Covariances for Interpersonal Trust Measures

			M.I.	Par Change
ei1	<-->	ei5	5.536	.057

The modification indices computed for the default model suggested that there was scope for improvement in the fit of the model. The M.I given in the table represent Modification Index and the arrow marks joining the error variables indicate how much the chi square value would reduce if the error terms are allowed to correlate. Par Change gives the expected change in the parameter estimates. The M.I table shows that allowing the error terms ei5 and ei1 to correlate would decrease the CMIN values. After correlating the error terms ei5 and ei1, the revised model incorporating the error terms correlation is given in figure 4.21.

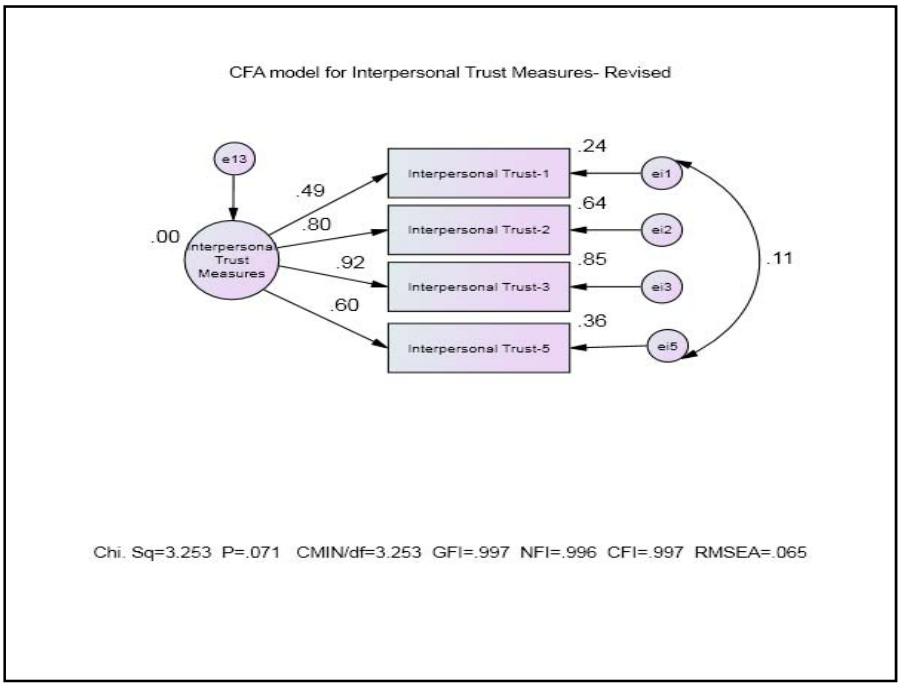


Figure 4.21: CFA model for Interpersonal Trust Measures – revised

A model of acceptable fit was arrived at after correlating the error terms the variables ei1 and ei5. The model fit parameters qualified for a fit if not best fit. The CMIN value was 3.253 which is less than 5 with GFI NFI and CFI all above 0.95 with RMSEA value 0.065 which is between 0.05-0.08 to call as an acceptable model fit. Any further improvement in the model resulted in a saturated model fit, with the model fit parameter chi square being zero and goodness of fit indices being 1 with RMSEA inestimable. Hence the model with the above revisions was accepted as good model. The revised model sustains the hypothesis stated above.

Factor loadings

The path diagram presented figure 4.21 shows the standardized estimates for the observed variables. These weights are independent of the units with which the variables were measured and hence comparable. The path diagram given above shows the standardized regression coefficients and the squared multiple correlations. The standardized regression weights for each of observed variables of Interpersonal Trust Measures are given with the leading arrows. These are nothing but the factor loading of the each variable on the latent variable Accessibility. The higher the loading the better the variable explains about the factor. The factor loadings of other variables range from 0.49 to 0.90, indicating that most of the variables explain the Interpersonal Trust Measures.

IT4 has been removed from the final model which indicates that HoDs do not make decisions that are against the larger interests of the department.

Second Order Factor Model for Performance Appraisal Perception

The factor models which are measurement models explaining the relationship between the two latent constructs namely Procedural Fairness and Interpersonal Trust Measures and their respective indicator variables were finally arrived at in the revised models. The goodness of fit indices for these measurement models were satisfactory. In order to fit a second order factor model, which was to see whether the latent factors obtained in the individual measurement CFA models, were good representation of the respective dimensions individually, then the second step was to test for the fitting of the first-order factor model considering the two hypothesized factors together. If these constructs (latent factors) were highly correlated in the first-order factor model, a second-order factor model would provide a more parsimonious and interpretable model. A second-order factor model allowed us to test whether the hypothesized higher order factor accounted for the relations among lower order factors and it further simplified the interpretations of complex structures of the first-order model. The second order factor model with the two factors of Performance Appraisal Perception with their respective indicator variables was proposed in the initial model. The hypothesis was stated as follows:

The items of Performance Appraisal Perception are adequately explained by the two factors namely Procedural Fairness and Interpersonal Trust Measures.

The following figure 4.22 shows the initially obtained second order factor model for Performance Appraisal Perceptions.

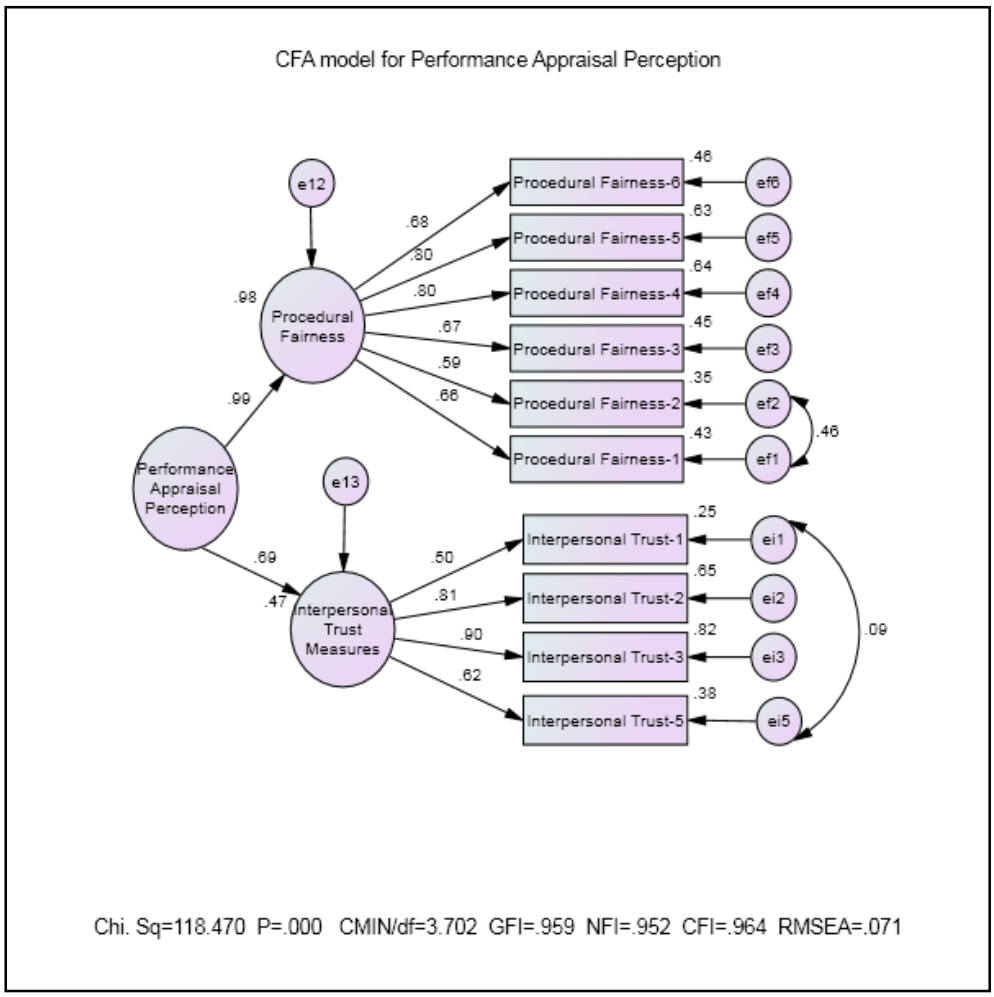


Figure 4.22: CFA model for Performance Appraisal Perceptions

The initially proposed second order factor model consisted of revised measurement models previously arrived at. The results suggest that the model is satisfactorily acceptable. The CMIN/df value is found to be 3.702 which is well below the admissible level of 5. Also the other measures namely the GFI, NFI and CFI values are above 0.95 and the RMSEA with a value of 0.071 which makes the model satisfactorily acceptable since the value is above 0.05 and below 0.08. Since the model is satisfactorily

acceptable no further improvements in the model was made and the hypothesis was accepted as the latent factors, Procedural Fairness and Interpersonal Trust Measures explaining the higher order factor namely, Performance Appraisal Perception. The table 4.53 shows the unstandardised regression coefficients of the paths developed for the model.

Table 4.53: Regression Weights

			Estimate	S.E.	C.R.	P
V12	<---	V14	1.000			
V13	<---	V14	.489	.054	9.018	0.01
pf6	<---	V12	1.000			
pf5	<---	V12	1.091	.069	15.827	0.01
pf4	<---	V12	1.046	.066	15.849	0.01
pf3	<---	V12	.946	.069	13.764	0.01
pf2	<---	V12	.842	.069	12.176	0.01
pf1	<---	V12	.934	.070	13.419	0.01
IT1	<---	V13	1.000			
IT2	<---	V13	1.635	.142	11.505	0.01
IT3	<---	V13	1.899	.162	11.745	0.01
IT5	<---	V13	1.182	.112	10.589	0.01

The following variable names were given for the factors included in the model.

V14 – Performance Appraisal Perceptions (PAP)

V12 – Procedural Fairness

V13 – Interpersonal Trust Measures

The above estimates are unstandardised regression estimates. That is for example 0.489 under the column estimate says that as the value of Performance Appraisal Perceptions goes up by 1, the value of V13 (Procedural Fairness) goes up by 0.489. The values given above are the regression estimates of the corresponding independent variables. S.Es are the Standard Errors of respective regression coefficients. C.R (Critical ratio) is the ratio of regression estimate values to S.E. Probability shows which regression coefficients are significantly contributing to the dependent variables.

It is seen from the above diagram that with only two latent factors it was able to generate a model of respectable fit. The model shows that the CMIN value being 3.702 and RMSEA value being 0.071 both are below the acceptable limits. The GFI, NFI and CFI are above 0.95. Hence the hypothesis was accepted with the two 2 latent constructs namely, Procedural Fairness and Interpersonal Trust Measures.

Structural Equation Modelling of Performance Appraisal Perceptions on Organisational Commitment and Turnover Intentions mediated by Human Resources Factors and Organisational Culture Factors

The current study attempted to understand the relationship between Performance Appraisal Perceptions and Organisational Commitment and then Performance Appraisal Perception and Turnover Intentions. The Organisational Commitment and Turnover Intention are assumed to be mediated by the effect of Human Resources Factors and Organisational culture Factors, and finally effect of Organisational Commitment on Turnover Intention is also studied. The hypotheses relating to the proposed research model envisaged in the beginning of this chapter are given below.

$H_0$17. There is no direct positive relationship between Performance Appraisal Perception and Organisational Commitment.

$H_0$18. There is no direct negative relationship between Performance Appraisal Perceptions and Turnover Intention.

$H_0$19. There is no mediation effect played by Organisational Culture Factors between Performance Appraisal Perceptions and Organisational Commitment.

$H_0$20 There is no mediation effect played by Human Resources Factors between Performance Appraisal Perceptions and Organisational Commitment.

$H_0$21 There is no mediation effect played by Organisational Culture Factors between Performance Appraisal Perceptions and Turnover Intention.

$H_0$22. There is no mediation effect played by Human Resources Factors between Performance Appraisal Perceptions and Turnover Intention.

$H_0$23 There is no direct negative relationship between Organisation Commitment and Turnover Intention

After attaining an acceptable level of fit with the measurement models for Organisational Culture Factors, Human Resources Factors, Organisation Commitment and Turnover Intentions the data were used for construction of full scale structural model which is based on Hypotheses $H_0$17 and $H_0$21 given above.

Structural Equation Modeling of Performance Appraisal Perceptions on Organisational Commitment

It is hypothesized that there is a direct positive relationship between Performance Appraisal Perception and Organisational Commitment and the model presented in figure 4.23 was developed to assess the relationship.

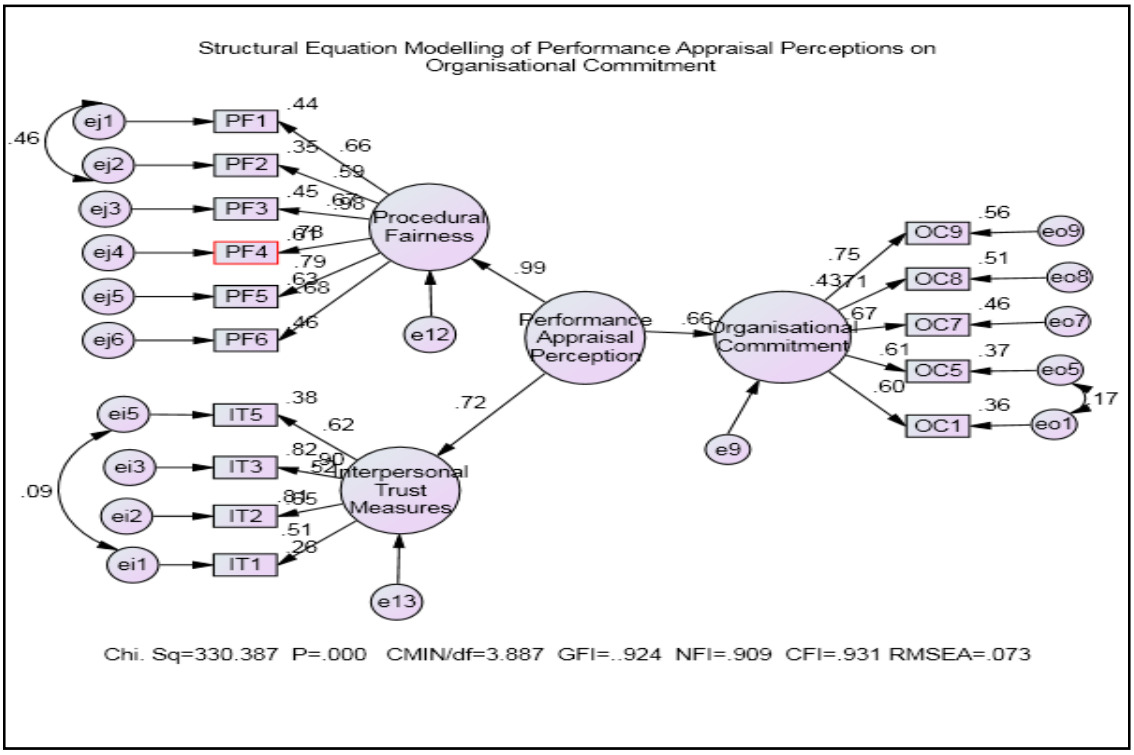


Figure 4.23: SEM of Performance Appraisal Perceptions on Organisational Commitment

The error terms between Procedural Fairness and Interpersonal Trust measures were allowed to correlate to establish an acceptable model fit . The fit statistics indicate that the CMIN value is 3.887 which is less than the limit of 5. The RMSEA value is also found to be satisfying the condition of less than the maximum admissible value of 0.08. The three goodness of fit indices, namely GFI, NFI and CFI are above 0.90 which indicate that the model is an acceptable one. The standardized regression weight shows that there is a positive relationship between Performance Appraisal Perceptions and Organisational Commitment. The unstandardised regression weights are given in figure 4.23.

Table 4.54: Model Estimation for Performance Appraisal on Organisational Commitment

Variable Name	Variable Label	Path Direction	Variable Name	Variable Label	Estimate	S.E.	C.R.	Prob
V12	Procedural Fairness	<---	V14	Performance Appraisal Perception	1.000			
V13	Interpersonal Trust Measures	<---	V14	Performance Appraisal Perception	.521	.056	9.272	**
OC	Organisational Commitment	<---	V14	Performance Appraisal Perception	.617	.057	10.863	**
PF6	Procedural Fairness-6	<---	V12	Procedural Fairness	1.000			
PF5	Procedural Fairness-5	<---	V12	Procedural Fairness	1.096	.069	15.797	**
PF4	Procedural Fairness-4	<---	V12	Procedural Fairness	1.038	.066	15.676	**
PF3	Procedural Fairness-3	<---	V12	Procedural Fairness	.947	.069	13.676	**
PF2	Procedural Fairness-2	<---	V12	Procedural Fairness	.852	.070	12.223	**
PF1	Procedural Fairness-1	<---	V12	Procedural Fairness	.951	.070	13.548	**
IT1	Interpersonal Trust Measures-1	<---	V13	Interpersonal Trust Measures	1.000			
IT2	Interpersonal Trust Measures-2	<---	V13	Interpersonal Trust Measures	1.624	.140	11.602	**
IT3	Interpersonal Trust Measures-3	<---	V13	Interpersonal Trust Measures	1.882	.158	11.876	**
IT5	Interpersonal Trust Measures-5	<---	V13	Interpersonal Trust Measures	1.176	.110	10.650	**
OC9	Organisation Commitment-9	<---	OC	Organisation Commitment	1.000			
OC8	Organisation Commitment-8	<---	OC	Organisation Commitment	1.036	.071	14.696	**
OC7	Organisation Commitment-7	<---	OC	Organisation Commitment	.814	.058	14.017	**
OC5	Organisation Commitment-5	<---	OC	Organisation Commitment	.858	.068	12.563	**
OC1	Organisation Commitment-1	<---	OC	Organisation Commitment	.878	.071	12.399	**

** - Significant at 1% level.

The estimates shown in table 4.54 are unstandardised regression estimates. The values given above are the regression estimates of the corresponding independent variables. S.Es are the Standard Errors of respective regression coefficients. C.R (Critical ratio) is the ratio of regression estimate values to S.E. Probability (P) shows which regression coefficients are significantly contributing to the dependent variables (** indicates the respective regression weights are significant at less than 1%).

The arrow establishes the direction of relationship. The table indicates the relationship between the latent constructs namely, Procedural Fairness and Interpersonal Trust Measures, and their respective indicator variables namely PF1 to PF6 and IT1, IT2, IT3 and IT5. Similarly the relationship between the latent construct Organisational Commitment and the respective indicator variables show significant relationship.

The table shows that Performance Appraisal Perceptions (V14) affects Organisational Commitment positively. The regression weight is found to be 0.617 which is found to be significant at 1% level. This indicates that there exists a direct positive relationship between Performance Appraisal Perceptions and OC and hence the hypothesis $H_0$21, that 'There is a direct positive relationship between Performance Appraisal Perceptions and Organisational Commitment' is accepted.

Structural Equation Modeling of Performance Appraisal Perceptions on Turnover Intention

It is hypothesized that there is a direct negative relationship between Performance Appraisal Perceptions and Turnover Intention and the following model presented in figure 4.24 was developed to assess the relationship.

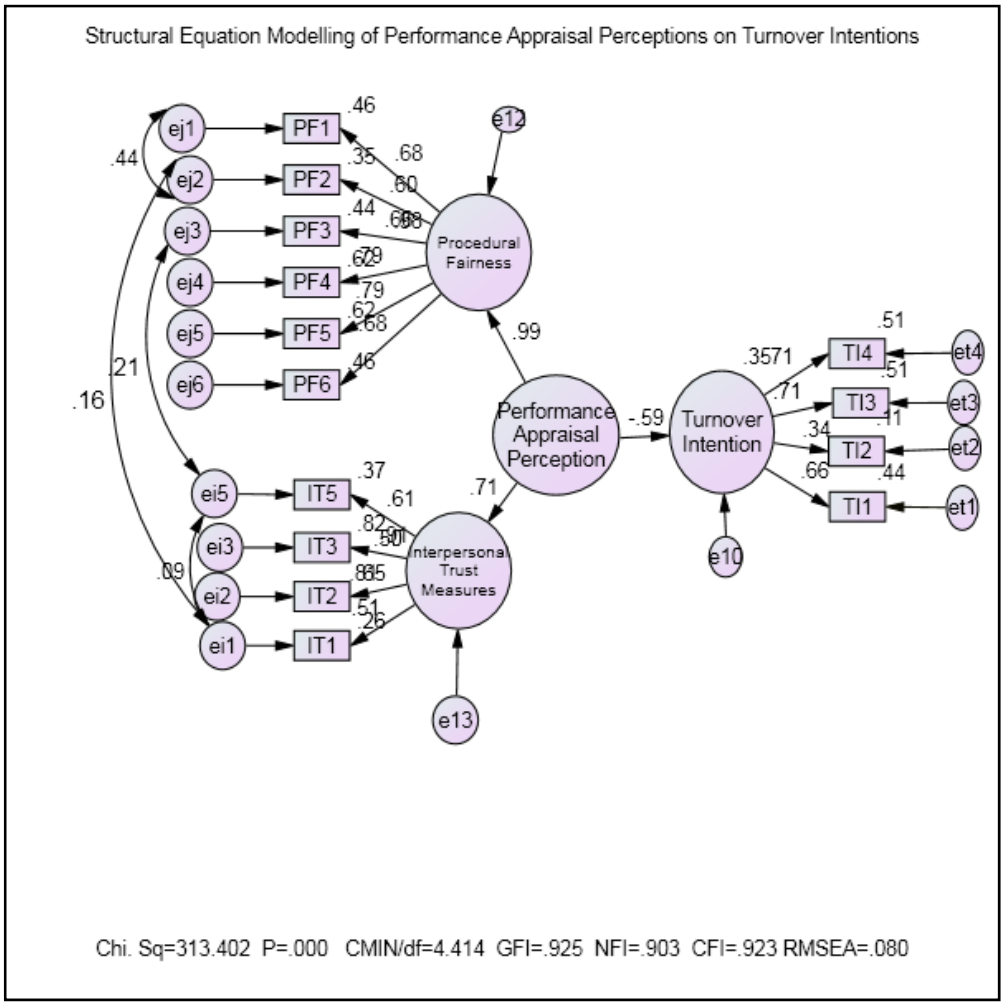


Figure 4.24: SEM of Performance Appraisal Perceptions on Turnover Intentions

The fit statistics indicate that the CMIN value is 4.414 which is less than the limit of 5. The RMSEA value is also found to be satisfying the condition of being the maximum admissible value of 0.08. The three goodness of fit indices, namely GFI, NFI and CFI are

above 0.90 which indicate that the model is an acceptable one. The standardized regression weight shows that there is a positive relationship between Performance Appraisal Perceptions and Turnover Intention. The unstandardised regression weights are given in table 4.55.

Table 4.55: Model Estimation Performance Appraisal Perceptions on Turnover Intentions

Variable Name	Variable Label	Path Direction	Variable Name	Variable Label	Estimate	S.E.	C.R.	Prob
V12	Procedural Fairness	<---	V14	Performance Appraisal Perception	1.000			
V13	Interpersonal Trust Measures	<---	V14	Performance Appraisal Perception	.510	.056	9.160	**
TI	Turnover Intentions	<---	V14	Performance Appraisal Perception	-.710	.075	-9.433	**
PF6	Procedural Fairness-6	<---	V12	Procedural Fairness	1.000			
PF5	Procedural Fairness-5	<---	V12	Procedural Fairness	1.089	.070	15.588	**
PF4	Procedural Fairness-4	<---	V12	Procedural Fairness	1.045	.067	15.630	**
PF3	Procedural Fairness-3	<---	V12	Procedural Fairness	.943	.069	13.607	**
PF2	Procedural Fairness-2	<---	V12	Procedural Fairness	.852	.069	12.265	**
PF1	ProceduralFairness-1	<---	V12	Procedural Fairness	.976	.071	13.770	**
IT1	Interpersonal Trust Measures-1	<---	V13	Interpersonal Trust Measures	1.000			
IT2	Interpersonal Trust Measures-2	<---	V13	Interpersonal Trust Measures	1.625	.140	11.644	**
IT3	Interpersonal Trust Measures-3	<---	V13	Interpersonal Trust Measures	1.892	.159	11.906	**
IT5	Interpersonal Trust Measures-5	<---	V13	Interpersonal Trust Measures	1.162	.109	10.653	**
TI4	Turnover Intentions-4	<---	TI	Turnover Intentions	1.000			
TI3	Turnover Intentions-3	<---	TI	Turnover Intentions	.888	.071	12.523	**
TI1	Turnover Intentions-1	<---	TI	Turnover Intentions	.871	.072	12.037	**
TI2	Turnover Intentions-2	<---	TI	Turnover Intentions	.453	.067	6.719	**

** - Significant ** Significance at 1% level.

The regression weights are unstandardised regession coefficients shown in table 4.55 above indicates the relationship between the dependent and independent variables.

The arrow establishes the direction of relationship. The table indicates the relationship between the latent constructs namely, Procedural Fairness and Interpersonal Trust Measures, and their respective indicator variables namely PF1 to PF6 and IT1, IT2, IT3 and IT5. Similarly the relationship between the latent construct Turnover Intention and the respective indicator variables show significant relationship.

The table shows that Performance Appraisal Perceptions (V14) affects Turnover Intention negatively. The regression weight is found to be -0.710 which is found to be significant at 1% level. Therefore we infer that there exists a direct negative relationship between Performance Appraisal Perceptions and Turnover Intention. That is when Performance Appraisal Perceptions improves the Turnover Intention declines and hence the $H_0$18 that, 'There is no direct negative relationship between Performance Appraisal Perceptions and Turnover Intention' is rejected.

Structural Equation Model of Performance Appraisal Perceptions on Organisation Commitment and Turnover Intentions mediated by Human Resources Factors and Organisation Culture Factors

The above two structural equation models depicting the relationship between Performance Appraisal Perceptions and Organisational Commitment and between Performance Appraisal Perceptions and Turnover Intention individually establish that Performance Appraisal Perceptions have significant direct relationship with Organisational Commitment and Turnover Intention when no mediating variables are introduced. However, it is assumed in the study that Performance Appraisal Perceptions also has an indirect effect on Organisational Commitment and Turnover Intention. That is the study attempts to find out whether the mediators Human Resources Factors and Organisational Culture Factors have significant mediation effect. The following model presented in figure 4.25 represents the relationship between Performance Appraisal Perceptions, Human Resources Factors, Organisational Culture Factors, Organisation Commitment and Turnover Intention.

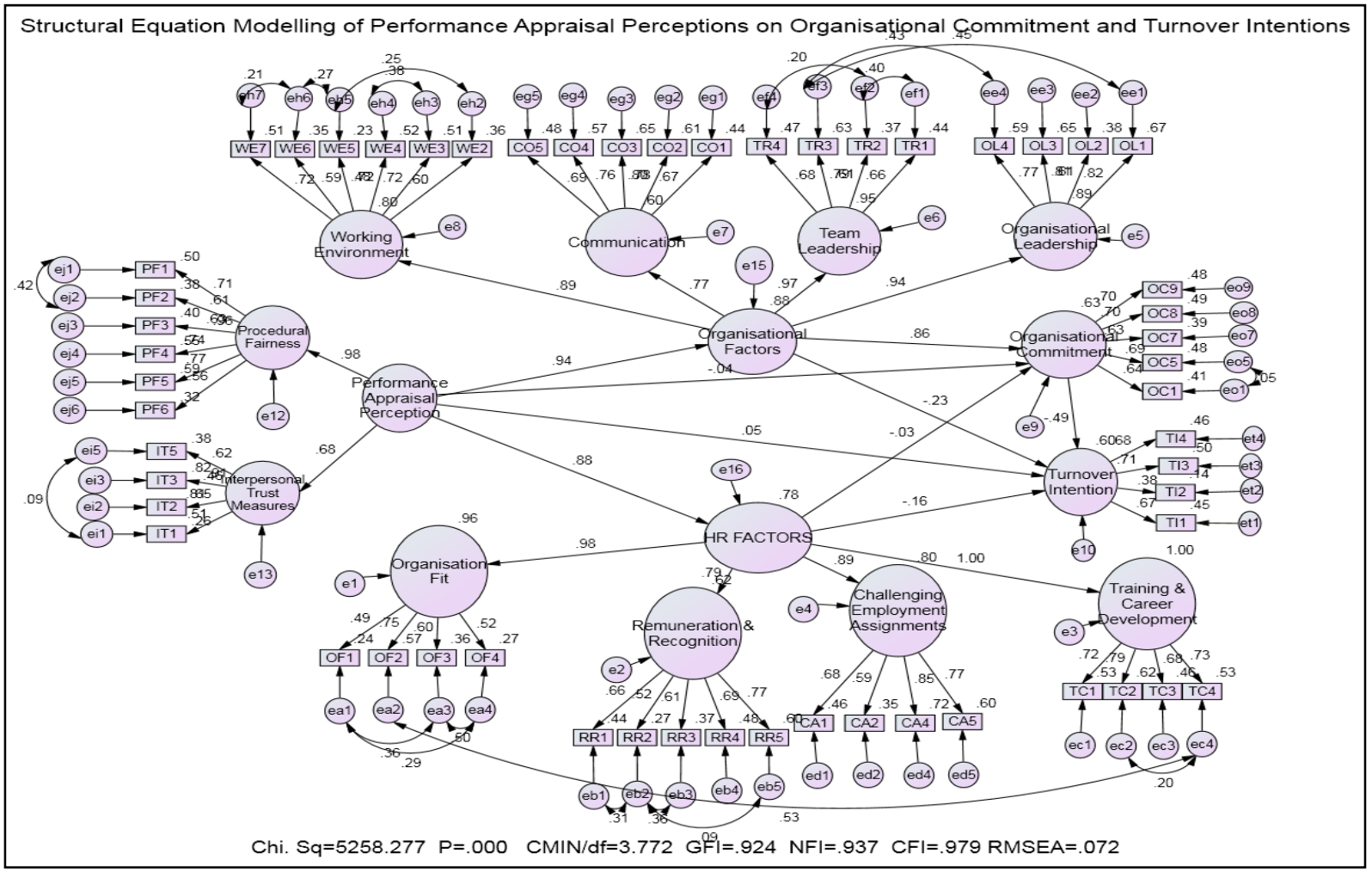


Figure 4.25: SEM of Performance Appraisal Perceptions on Organisational Commitment and Turnover Intentions

The figure 4.25 shows the direct and indirect relationships between Performance appraisal and Organisational Commitment and Turnover Intention. The path coefficients are standardized regression coefficients. The regression estimates produced by AMOS for Unstandardised regression are given below. The model fit statistics show all the goodness of fit indices namely, GFI, NFI and CFI satisfy the criterion value of being above 0.90 and the CMIN value is within the admissible limit of 5. The RMSEA value falls between 0.05 and 0.,08 and hence acceptable.

The figure 4.25 gives the standardized regression weights of the corresponding variables and also squared multiple correlations. The regression coefficients show that these coefficients are comparable since they are independent of units of measurement. Among the variables Performance Appraisal Perceptions explain more on Organisational Culture Factors with a regression weight of 0.93. There is a positive relationship between Performance Appraisal Perceptions and Organisational Culture Factors. The Performance Appraisal Perceptions is also found to have a positive relationship with Human Resources Factors with a regression weight of 0.88. The direct effect of Performance Appraisal Perceptions on Organisation Commitment and Turnover Intention are found to be very less with regression weights being –0.04 and 0.05. This shows that Performance Appraisal Perceptions plays a more indirect effect on Organisation Commitment and Turnover Intention when compared to its direct relationship with Organisation Commitment and Turnover Intention.

The magnitude and direction of relationship between Performance Appraisal Perceptions, Organisation Culture Factors, Human Resources Factors, Organisation Commitment and Turnover Intentions are studied in detail with the unstandardised regression weights produced by AMOS which is given below in table 4.56

Table 4.56: Model Estimation Performance Appraisal Perceptions on Organisational Commitment and Turnover Intentions mediated by Human Resources Factors and Organisational Culture Factors

Variable Name	Variable Label	Path Direction	Variable Name	Variable Label	Estimate	S.E.	C.R.	P
ORG	Organisation Culture Factors	<---	V14	Performance Appraisal Perceptions	1.333	.108	12.294	**
HR	HR Factors	<---	V14	Performance Appraisal Perceptions	.771	.085	9.019	**
OC	Organisation Commitment	<---	ORG	Organisation Factors	.665	.160	4.158	**
OC	Organisation Commitment	<---	HR	HR Factors	-.044	.143	-.304	Ns
OC	Organisation Commitment	<---	V14	Performance Appraisal Perceptions	-.047	.284	-.167	Ns
TI	Turnover Intentions	<---	HR	HR Factors	-.269	.208	-1.296	Ns
TI	Turnover Intentions	<---	V14	Performance Appraisal Perceptions	.069	.398	.174	Ns
TI	Turnover Intentions	<---	OC	Organisation Commitment	-.638	.126	-5.046	**
TI	Turnover Intentions	<---	ORG	Organisation Factors	-.233	.242	-.963	Ns

**** - Significant at 1% level. Ns- Not significant (P>0.05)**

Estimate of regression weights

The above estimates are unstandardised regression estimates. The values given above are the regression estimates of the corresponding independent variables. S.Es are the Standard Errors of respective regression coefficients. C.R (Critical ratio) is the ratio of regression estimate values to S.E . Probability (P) shows which regression coefficients are significantly contributing to the dependent variables (** indicates the respective regression weights are significant at less than 1%).

The table further shows that the regression weight of Performance Appraisal Perceptions on Organisational Culture Factors is 1.333 which is found to be significant at 1% level. It shows that Performance Appraisal Perceptions as such does have a significant influence on perceptions related to Organisational Culture Factors. At the same time, it is found that effect of Performance Appraisal Perceptions on Human Resources Factors is found to be 0.771, which is significant at 1% level. When the relationship between Organisational Culture Factors and Organisation Commitment is considered, the regression estimate is found to be 0.665 which is found to be significant at 1% level. There is a positive relationship between Organisation Culture Factors and Organisational Commitment. This shows that the mediation effect of Organisation Culture Factors holds and hence the hypothesis $H_0$19 that 'There is no mediation effect played by Organisation Culture Factors between Performance Appraisal Perceptions and Organisation Commitment" holds and hence the hypothesis is rejected.

The relationship between Performance Appraisal Perceptions, Human Resources Factors and Organisation commitment can also be seen from the above table in terms of regression weights. The table shows that the regression weight of Performance Appraisal Perceptions on Human Resources Factors is 0.771 which is found to be significant at 1% level. However, the regression between Human Resources Factors and Organisation Commitment (-0.044) is found to be not significant. Also, since the introduction of mediation effects the effect of Performance Appraisal Perceptions on Organisational Commitment is found to be reduced and has become not significant. This shows that the there is a mediation effect played by Human Resources Factors and hence the hypothesis $H_0$20 that, 'There is no mediation effect played by Human Resources Factors between Performance Appraisal

Perceptions and Organisation Commitment" holds and hence the hypothesis is rejected.

It is further seen that the direct positive relationship between Performance Appraisal Perceptions and Turnover Intention (regression weight being 0.069) but has become insignificant because of the introduction of mediation effects of Organisation Culture Factors and Human Resources Factors. The Organisation Culture Factors is found to have a negative effect on TI (b=-0.233) but is found to be not significant. The effect of Human Resources Factors on Turnover Intention is also found to be negative (b=-0.269) but is found to be not significant. The regression results show that both Organisation Culture Factors and Human Resources Factors are influenced by Performance Appraisal Perceptions where as the effect of Organisation Culture Factors and Human Resources Factors on Turnover Intention were not significant. But introduction of these mediators have reduced the importance of direct relationship between Performance Appraisal Perceptions and Turnover Intention, which is found to be not significant.

Hence the hypotheses of both $H_0$21 and $H_0$22 are rejected.

The effect of Organisational Commitment on Turnover Intention is also estimated. The result shows that the Organisational Commitment and Turnover Intention are negatively related (b=-0.638). That is increase in Organisational Commitment reduces the Turnover Intention. The regression coefficient is found to be significant at 1% level. Hence it is inferred that there is a direct negative relationship between Organisational Commitment and Turnover Intention and the hypothesis $H_0$23 is rejected.

Table 4.57: Direct, Indirect and Total Effects – Unstandardised

Variables	Variable labels	Direct Effects				Indirect Effects				Total Effects			
		PAP	ORG	HR	OC	PAP	ORG	HR	OC	PAP	ORG	HR	OC
ORG	Organisation Factors	1.333	---	---	---	---	---	---	---	1.333	---	---	---
HR	HR Factors	0.771	---	---	---	---	---	---	---	0.771	---	---	---
OC	Organisation Commitment	-0.047	0.665	-0.044	---	---	---	---	---	0.805	0.665	-0.044	---
TI	Turnover Intention	0.069	-0.233	-0.269	-0.638	-1.031	-0.424	0.028	---	-0.962	-0.657	-0.241	-0.638

The coefficients associated with the single-headed arrows in a path diagram are sometimes called direct effects. In the unstandardised model, for example, Performance Appraisal Perceptions (PAP) has a direct negative effect on OC of -0.047. The direct effect of Performance Appraisal Perceptions on all other variables namely Organisational Culture Factors, Human Resources Factors and Turnover Intention are positive.

Indirect Effects - Estimates

The table 4.57 describes the indirect effect of each of the column variable on each row variable. The table shows that Performance Appraisal Perceptions has no indirect effect on Organisational Culture Factors, Human Resources Factors or Organisational Commitment but it has indirect effect on Turnover Intention. It could be seen that Performance Appraisal Perceptions has a negative direct effect on Turnover Intention (-1.031) which is greater than the direct effect it has on Turnover Intention (0.069) in absolute terms. Thus the indirect effect of Performance Appraisal Perceptions is more on TI and tends to change the direction of relationship when mediated by Organisational Culture Factors, Human Resources Factors and Organisational Commitment. There is also an indirect effect of Organisational culture Factors on Turnover Intention (-0.424) which is negative indicates that when Organisational Factors improve the Turnover Intention will come down. But it is found that the Human Resources factors are found to have less indirect effect on Turnover Intention compared to direct effect.

Total Effects - Estimates

The total effect is the combined direct and indirect effect of each column variable on each row variable. For example, total effect of Performance Appraisal Perceptions (PAP) on Organisational Commitment (OC) is 0.805, which is the sum of the direct effect and indirect effect it had on OC. This is because the model also observed direct casual relationship between PAP and Turnover Intention (TI). The total effects indicate that all the independent variables PAP, Organisational Culture Factors (ORG), Human Resources Factors (HR) and Organisational Commitment (OC) have a negative effect on Turnover Intention which implies that when the functions or perceptions of PAP, ORG, HR and OC improve the Turnover Intentions of the employees will come down.

Table 4.58: Direct, Indirect and Total Effects – Standardised

Variables	Variable Labels	Direct Effects				Indirect Effects				Total Effects			
		PAP	ORG	HR	OC	PAP	ORG	HR	OC	PAP	ORG	HR	OC
ORG	Organisation Factors	0.936	---	---	---	---	---	---	---	0.936	---	---	---
HR	Human Resources Factors	0.882	---	---	---	---	---	---	---	0.882	---	---	---
OC	Organisation Commitment	-0.043	0.864	-0.035	---	0.778	---	---	---	0.735	0.864	-0.035	---
TI	Turnover Intention	0.048	-0.232	-0.164	-0.487	-0.720	-0.421	0.017	---	-0.671	-0.653	-0.147	-0.487

Table 4.58 presents the Direct, Indirect and Total effects standards, relative contribution of the standardized direct, indirect and total effects of each of column variable on the row variable given. For example, it can be seen that the direct effect of Performance Appraisal Perceptions on Turnover Intention (0.048) which is comparatively lesser than the indirect effect of Performance Appraisal Perceptions on TI found out as -0.720 without considering the sign of relationship. The total effect of Performance Appraisal Perceptions on Turnover Intention is (-0.671) which is the sum direct effect of Performance Appraisal Perceptions on Turnover Intention and the indirect effect of Performance Appraisal Perceptions on Turnover Intention. Considering the total effect of Performance Appraisal Perceptions, Organisational Culture Factors, Human Resources Factors and Organisational Commitment, the standardized regression coefficients indicate that all these variables have negative effect on Turnover Intention. The effect of Organisational Culture Factors on Turnover Intention is higher when compared to Human Resources Factors and Organisational Commitment. The effect of Human Resources Factors on Turnover Intention is found to be lesser when compared with other variables.

Summary:

Structural Equation Modeling was applied to find the effect of Performance Appraisal Perceptions on Organisation Commitment and Turnover Intention mediated by Human Resources Factors and Organisation Factors. Initially CFA was applied to validate the items involved in each factor representing Performance Appraisal Perceptions as well as dimensions of Human Resources Factors, Organisational Culture Factors, Organisation Commitment and Turnover Intention. The items which were originally thought of as contributing towards their respective factors were validated by Confirmatory Factor Analysis. During the process of CFA for different factors of Performance Appraisal Perceptions, Organisational Culture Factors, Human Resources Factors, Organisation Commitment and Turnover Intention the measurement models which were adequately not explained by their respective items were examined for possible improvement in the model fit. Modification Indices were used to identify the error terms correlation and improve the model fit. The hypotheses stating that the factors explaining the latent constructs of which are the factors of namely, Performance Appraisal Perceptions, Human Resources Factors, Organisational Culture Factors, Organisation Commitment and Turnover Intention were accepted. The Second order CFA explaining the relationship between first order latent constructs and the higher order factor were also examined. The respective hypotheses framed were also accepted. All the model fit statistics used for goodness of fit of the model were within the admissible levels.

Before assessing the mediating effect of the Human Resources Factors and Organisational Culture Factors, the direct effect of Performance Appraisal Perceptions on Organisation Commitment and Turnover Intention was assessed. It was hypothesized that the there is a direct positive relationship between Performance Appraisal Perceptions and Organisation Commitment and direct negative relationship between Performance Appraisal Perceptions and Turnover Intention. The models

developed exhibiting the relationship between the afore said factors confirmed the relationship with model fit statistics on the admissible limits and the regression weight explaining the relationship between these factors showed significant effect. Hence the hypothesis was accepted.

Finally, a full structural equation model was developed, to examine the effect of Performance Appraisal Perceptions as independent variables and Human Resources Factors and Organisational Culture Factors as Mediating Variables on Organisation Commitment and Turnover Intention. It was seen that there is a significant mediating effect of both Human Resources Factors and Organisational Culture Factors between Performance Appraisal Perceptions and Organisation Commitment. The same was exhibited when tested between Performance Appraisal Perceptions and Turnover Intention. The results further showed that there is an indirect effect on Organisation Commitment and Turnover Intention by Performance Appraisal Perceptions. The effect of Organisational Culture Factors on Turnover Intention is more when compare to Organisation Commitment and Human Resources Factors. The total effect of all independent and mediating variables show negative effect on Turnover Intention which indicates that Perceptions of Performance Appraisal Perceptions, Organisational Culture Factors , Human Resources Factors or Organisation Commitment improves the Turnover Intentions of the employees will come down. Performance Appraisal Perceptions and Organisational Culture Factors also found to have total positive direct effect on Organisation Commitment. That is as and when the perception of Performance Appraisal and Organisational Culture Factors increase or improves the Organisation Commitment will increase.

4.5: Part IV

DISCUSSION

Research has shown that employees' commitment to an organisation affects how well the organisation performs in various ways. If it turns out that employee commitment varies in certain predictable ways from one cultural pattern to another, organisational development specialists could try to strengthen employee commitment and, therefore, organisational effectiveness by changing the organisational culture. These studies and anecdotal evidence suggest a positive link between strong organisational cultures and employee commitment (Lahiry 2000; Sheriden 1992; Stum 1998).

One of the purposes of this study however was to build on these findings by testing the proposal that the relationships between the Human Resources Factors, Organisation Culture Factors, Performance Appraisal Perceptions and the outcome, Turnover Intention, is conditional upon commitment. Prior research reports mixed results with respect to the relationship between organisational commitment and turnover intention (Mathieu and Zajac 1990).

For this study, organisational commitment and turnover intention were selected as the focal dependent variables for the reason that there is evidence that before actually leaving the job, employees typically make a conscious decision to do so. These two events are usually separated in time (Frazis et al. 1998; Larwood, Wright Desrochers and Dahir 1998).

The findings of this study revealed positive significant co-relationships between the Human Resources factors (organisational fit, remuneration and

recognition, training and career development, challenging assignment) and organisational commitment. Human Resources Factors, in addition has mediation effect between Performance Appraisal Perceptions and Organisational Commitment.

The findings of the study also confirmed a significant relationship between organisational commitment and Turnover Intention. In their comprehensive review, Meyer and Allen (1997) observed positive relationship between affective commitment and employee retention. Both affective and continuance (calculative) commitment are expected to increase the likelihood that an individual will remain with an organisation (Meyer, Bobocel and Allen 1991).

There are however, studies by Mathieu and Zajac (1990) and Randall (1990) that have also demonstrated that the relationships between organisational commitment and turnover have produced few large correlations. One explanation for the low commitment-turnover correlations is that other variables probably moderate this relationship (Mathieu and Zajac 1990).

Wagar (2003) examined the relationship between an individual's intention to quit his job and the human resource management activities of the organisation. The study revealed that employees of organisations with more sophisticated human resource systems were significantly less likely to indicate they intended to quit over the next two years. According to Wager (2003), employees who did not intend to quit were more likely to be employed in organisations that adopted a certain set of HR practices such as employee voice procedures, programs that recognise employee contributions (e.g. merit-based promotion, individual merit pay and a formal employee recognition program), mechanisms for sharing information with

employees, use of problem-solving groups and training in employee involvement. Several of the factors investigated by Wager were further re-examined in this study (i.e., training, pay, recognition, communication and consultation).

The results of this study supported Wager's findings. The study identified factors that influence the employees' decision to stay. These factors included Human Resources Factors (organisation fit, remuneration and recognition, training and career development and challenging assignments) and (Organisational Culture Factors (Organisational leadership, teamwork relationship, communication and work environment). Thus this study focused on the impact of these two bundles of practices on the retention of core employees rather than individual HR practices.

The results of this study also postulated a significant and positive relationship between age and organisational commitment. This research provided evidence that older employees and individuals with more seniority within the organisation were less likely to report they planned to resign. This finding is consistent with previous research (Alutto, Hrebiniak and Alonso 1973; Cohen and Lowenberg 1990). Mathieu and Zajac (1990) found that age is significantly more related to affective commitment than to continuance (calculative) commitment. It is also observed that the Organisational commitment of employees of Public HEIs was more that those of the Private HEIs.

A prior study by Werbel and Gould (1984) revealed an inverse relationship between organisational commitment and turnover for nurses employed more than one year, but Cohen (1991) indicated that this relationship was stronger for employees in their early career stages (i.e. up to thirty years old) than those in later career stages.

Past studies revealed that employees interpret human resource practices as indicative of the personified organization's commitment to them (Eisenberger et al. 1990; Settoon et al. 1996). They reciprocate their perceptions accordingly in their own commitment to the organisation. Some researchers suggest that for positive work experiences to increase commitment significantly, employees must believe that such work experiences are a result of effective management policies (Parker and Wright 2001). The findings of this study where Human Resources Factors and Organisational Culture Factors both have a mediating effect between Performance Appraisal Perceptions and Organisational Commitment; have therefore provided further empirical evidence to support these studies.

The findings of the empirical tests of the model put forward in this thesis demonstrates that commitment can be influenced by bundles of HR factors (i.e. organisation fit, remuneration and recognition, training and career development, challenging assignments) and Organisational Culture Factors (i.e. Organisational leadership, organisational culture, teamwork relationship, communication and satisfactory work environment). Organisational Commitment and Turnover Intention are negatively related (b=-0.638). That is as Organisational commitment increases, the Turnover Intention of employees decreases.

The Performance Appraisal Perceptions is also found to have a positive relationship with Human Resources Factors with a regression weight of 0.88. The direct effect of Performance Appraisal Perceptions on Organisation Commitment and Turnover Intention are found to be very less with regression weights being – 0.04 and 0.05. This shows that Performance Appraisal Perceptions plays a more indirect effect on Organisation Commitment and Turnover Intention when

compared to its direct relationship with Organisation Commitment and Turnover Intention.

The mean scores for Human Resources factor 'Organisation Fit' Private HEI was 13.02 and for respondents working in Public HEI, it was 13.78. The calculated 't' value was 3.453 which is higher than the table value at a 5% level of significance. It is concluded that respondents working in Public HEIs felt a better sense of 'Organisation Fit' than respondents working in Private HEIs. Verquer (2003) found via meta-analysis that person-organization fit had a moderately positive relationship with job satisfaction and a moderate negative relationship with turnover intentions. Therefore the private HEIs need to look at the various HR practices to improve the Organisation Fit perceptions of their employees.