

# CHAPTER V

## FINDINGS, SUGGESTIONS & CONCLUSIONS

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### Findings, Suggestions and Conclusion

#### Findings:

- The mean 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.
- Regarding the Human Resources Factors, the mean values were higher in the case of respondents supervised by Indian HoD than those that were supervised by HoD of other nationalities. This shows that respondents are more comfortable and satisfied when they were working under Indian HoD regarding the Human Resources Factors.
- When analyzing the age of the respondents to Organisational culture factors, it was found that for Organisational Leadership and Working Environment 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. This shows that respondents age is significant in the perceptions of Organisational culture Factors.
- Regarding the Organisational Culture Factor ‘Team relationship’ the mean for respondents working in 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

- ‘Organisation Commitment’ is the maximum discriminating variable ( $R^2=31.47\%$ ) 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 than 1%.
- 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 ‘there is a mediation effect played by Organisation Culture Factors between Performance Appraisal Perceptions and Organisation Commitment’.
- 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.
- 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 there is a mediation effect played by Human Resources Factors. It is therefore found that 'There is a mediation effect played by Human Resources Factors between Performance Appraisal Perceptions and Organisation Commitment.

- It is seen that there is a 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. This shows that Performance appraisal has a more direct effect on Turnover Intention.
- The regression results show that both Organisation Culture Factors and Human Resources Factors are influenced by Performance Appraisal Perceptions whereas 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.
- 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.
- Performance Appraisal Perceptions (PAP) has a direct negative effect on Organisational Commitment with the value 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.

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

### **Findings based on the Objectives of the study**

- ‘Organisation Commitment’ is the maximum discriminating variable ( $R^2=31.47\%$ ) 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 than 1%.
- There is a positive relationship between Organisation Culture Factors and Organisational Commitment. This shows that ‘there is a mediation effect played by Organisation Culture Factors between Performance Appraisal Perceptions and Organisation Commitment’
- There is a mediation effect played by Human Resources Factors between Performance Appraisal Perceptions and Organisation Commitment.
- Performance appraisal has a more direct effect on Turnover Intention.
- There is a direct negative relationship between Organisational Commitment and Turnover Intention.
- The Performance Appraisal Perceptions, Organisational Culture Factors, Human Resources Factors and Organisational Commitment, have negative effect on Turnover Intention.
- 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.

**Suggestions:**

From the practical perspective, it is evident from the findings that relevant authorities concerned with encouraging greater organisational commitment need to provide adequate support to their employees. This could be achieved through more extensive HRM practices. Perceptions of the extent to which the organisation offers supportive practices pertaining to performance appraisal, and training and career development were found to have significant, positive and direct effects on Organisational Commitment. Therefore, HEIs may want to provide appropriate training for their academic staff. Similarly, training should be provided to enhance knowledge and skills acquisition which will in turn result in perceptions of having better organizational support, thus increasing the Organisational Commitment of the employees. With regard to performance appraisal, HEIs may need to train the HoDs to enable them to evaluate the academic staff objectively and accurately. Effective performance management activities will also help to motivate employees to become better performers, leading to higher commitment. Apart from the implications for human resource practitioners, HoDs need to show their sensitivity and concern for the welfare of their subordinates. Actions such as allowing employees to voice their opinion, and being helpful and attentive in their times of need are likely to foster feelings of support. In turn, this positive impression would inspire employees to become more committed.



## **Future Research**

Future researchers may consider gathering data from other sources (for example, human resource policy makers) and using objective measures in order to have a more holistic view. Given that several HRM practices have been identified as effective practices for managing people (Delery & Doty, 1996), future studies should consider other practices such as employment security, selective hiring (Pfeffer, 1998) etc.,. In addition, other attitudinal constructs apart from those investigated in this study, may act as potential mediators in the relationships between various aspects of the Institutional practices and organizational commitment. Future researchers may want to incorporate other mediating variables, such as trust in management (Whitener, 2001) and procedural justice (Meyer & Smith, 2000).

This study has focused on mediator process towards the relationship between the various variables and the academicians perceptions. Hence, it is suggested that, future research, should focus on how the mediator process functions. In addition, future research also should look into whether there are other factors/variables that moderate the relationships and perceptions.

In the future, researches can make use of this model to study these variables in other countries too, as there is a shortage of studies in relation to the perceptions of academic staff in both secondary and post secondary education institutions.

## **Conclusion**

Education is a big service industry because it cultivates human mind and makes them important and useful players in the economy of a nation. But in recent times things are changing increasingly. Large numbers of nations, as a consequence of the impact of liberalization of trade, are in favour of enhancing their systems of Higher Education. In this rapidly changing scenario, it is necessary that planners and educational administrators expedite the process of reforms and encourage innovation. We must replace the traditional system of higher learning and adopt a new more dynamic educational approach that is a must for survival growth. The world of higher education in the 21<sup>st</sup> century can truly be a borderless world of knowledge and ideas, which will yield reciprocal benefits for all nations. There is no single simple path for reaching this new global future, but instead, multiple pathways that lead towards a world in one nest. One most important aspect to achieving this is the HEIs must concentrate on their Human Resources systems, practices and policies so as to keep the main players, i.e., the academicians happy and satisfied.