THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON ACHIEVEMENT OF ORGANISATIONAL GOALS & OBJECTIVES: STUDY ON ATTRACTION OF PUBLIC SECTOR COMPANIES FOR EMPLOYMENT IN INDIA

VAIBHAV KUMAR

All India Management Association, House No 001 Mahagun Manor F-30 Sector-50
Noida Uttar Pradesh-India

ABSTRACT

Strategic human resource management (SHRM) enhances productivity and the effectiveness of organizations. Previous research shows that when organizations employ such personnel practices as internal career ladders, formal training system, results-oriented performance appraisal, employment security, employee vice/participation, broadly defined jobs, and performance-based compensation, they are more able to achieve their goals and objectives.

Using logistic regression analyses of data from a survey of selected public sector companies which are Head Quartered in New Delhi, this study examines the extent to which strategic human resource management is perceived to affect outcome assessments (or performance measurements) in achieving organizational goals & objectives. While strategic human resource management practices are perceived to be present. They clearly are not a predominant feature in Public sector units. The results of the logistic regression analyses indicate an overall weak relationship between strategic human resource management and outcome assessments (accounting for fewer than 3 percent of the explained variance in each model).

Keywords: Strategic Human Resource Management

INTRODUCTION

Strategic management can be used to determine mission, vision, values, goals, objectives, roles and responsibilities, timelines, etc. The performance of organizations is the focus of intensive research efforts. How well an organization performs its mission and accomplishes its goals of program service delivery is of paramount concern. Administrative capacity is a major component in
this performance. Administrative capacity, a resource-based view of organizations, focuses on those factors that are actually the integral component of any organization. Improving administrative capacity and, especially, those aspects dealing with human capital offer the most promising results in improving organizational effectiveness in achieving its goals & objectives.

Strategic human resources management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning process enables an organization to better achieve its goal and objectives. Productivity gains must focus on how people use these technologies.

Modern, knowledge-based organizations are ideal settings for the application of strategic human resources management practices. Inasmuch as their competitive advantage is attributable to their people techniques which focus on people should prove to be directly linked to measures of organizational success. Civil services systems are designed to integrate the multiple values pursued by the public sector companies in India. While these rules can inhibit the adoption of progressive personnel practices, they are not the necessarily, rigid barriers to change. The public sector has been the venue of many experiments and innovations in recent years. According to Theodore Lowi's (1972) policy typology, social services represent an effort at redistribution. While the agencies possess a professional, social science knowledge base. Their redistributive objective remains controversial. In addition, the beneficiaries of this redistributive transfer from the have to the have-nots are a politically marginalized segment of society (Mosher, 1968; Meier, 1987).

Combining human resource practices, all with a focus on the achievement of organizational goals and objectives, can have a substantial affect on the ultimate success of the organizational goals and objectives, can have a substantial affect on the ultimate success of the organization. Resource-based theory indicates that competitive advantage and the implementation of plans is highly dependent upon an organization's basic inputs, including its human capital (Wernerfelt, 1984; Barney, 1986, 1991, 2001; Petered, 1Roxall, 1996; Hitt, Bierman, Shimizu, and Kochhar, 2001). This study examines the perception of strategic human resources practices (e.g., internal career ladders, formal training systems, results-oriented performance appraisal, employment security, employee voice/participation, broadly defined jobs, and performance-based compensation) held among public sector unit's employees. The study examines the relationships among these SHRM perceptions and demographic characteristics (such as employee population, age, education, gender, and executive status) four measures of outcome assessments as how public sector organizations are preferred and provide competitive edge to private sector organizations.

STATIC PLANNING AND PERSONNEL PRACTICES

For motivation and incentives to work they first must be tied to a goal. An organization must employ needs assessment and human resource development strategies in pursuit of its vision or mission. Needs assessment (of where an organization wants to go) and human resources development (of those who are to get it there) focus on the specific organizational and individual needs whose satisfaction will lead to enhanced productivity. The vision and path for fulfilling it derived from strategic planning is put into practical perspective through the use of macro-tools such as Total Quality Management (at the group-level) and Management by Objectives (at the individual-level).

Strategic planning is rational analysis (Nutt and Backoff, 1992; Klingner, 1993; Perry, 2003; Berry, 1994; Mintzberg, 1994; Ledvinka, 1995; Bryson, 1996). It takes "what is" and develops ideas of "what should be" along with plans for "how to get there." With a realistic organizational strategy focused on what the future of an organization should look like. Strategic planning provides the "road map" for fulfilling that future. Strategic planning should also incorporate the human resources necessary for accomplishing its goals (Mesch, Perry, and Wise, 1995; Perry and Mesch, 1997)
The foremost advantage derived from strategic planning is that it helps improve organizational performance. Strategic planning focuses on the future-- what should be? As such, it serves as a guiding star by which to steer the organization's development. Individual and team effort can be devoted to accomplishing the organization's goals (Keen, 1994).

Strategic planning also helps to concentrate individual efforts into a team effort. It can assist in developing total quality management and objective-based performance appraisal system. Accountability for results can be assigned. The strategic planning process itself can serve as a team-building exercise. Finally, they process itself transforms perceptions away from separate and distinct projects and towards systematic viewpoints (Keen, 1994).

In addition to leadership support, those engaged in strategic planning need be aware of other potential problems. As pertinent with all management techniques, individuals will need extensive training and refresher training (to answer unforeseen questions that arise in response to implementation). Conflict, confusion, and chaos will prevail initially and for some time thereafter. Only as individuals learn how to do it and see its value will the benefits of strategic planning be realized (Merjanian, 1997).

In the modern, knowledge-based organization strategic planning is quite clearly strategic human resources planning. In an empirical study noting the impact of strategic human resource management on organizational performance, John E. Delery and D. Harold Doty (1996) identify seven general employment practices:

1. Internal career ladders
2. Formal training systems
3. Results-oriented performance appraisal
4. Employment security
5. Employee voice/Participation
6. Broadly defined jobs
7. Performance-based compensation

These personnel practices form the basis upon which the concept of strategic human resource management is constructed for this study. While other and similar personnel practices are left out, this enables the findings here to be compared with those of Delery and Doty (1996). While these specific personnel practices are discussed below, previous research has also established linkages between SHRM and various measures of organizational effectiveness (Arthur, 1972, 1994; Delaney and Huselid 1996; Gerhart and Milkovich, 1990, Huselid, 1993, 1995; Schuler and Jackson, 1988; Terpstra and Rozell, 1993) Whereas much of the previous research has concentrated on private sector organizations, this study focuses on the personnel practices employed in public sector organization. The general hypothesis underlying this study is that each practice does indeed matter and individually (and collectively) contributes to organizational success.

**STRATEGIC HUMAN RESOURCES PRACTICES**

**Internal Career Ladder**

A career system is necessary to focus individual attention on the strategic issues facing an organization over the long term. Objectives and reward systems tied to the short-term lead to dysfunctional behavior and goal displacement. Our democratic system with its 5-year electoral cycles has always suffered from this myopia. A long-term perspective induces organizational commitment and loyalty. It enables individuals and organizations to invest in training and productivity improvements knowing that they will reap the benefits from that enhanced knowledge and technique.
Public sector organization generally perceives the existence of career ladder. However, this ladder is seen as rather narrow within their organizations. Hence, devoid of career or promotional opportunities may lead employee to approach another organization for better career prospects.

**Formal Training Systems**

It can no longer be taken for granted that employees will arrive at work with all the requisite skills, too much of what goes on in today's organization requires specific adaptation. The most knowledgeable and skilled worker still requires training so as to fit into the organization and become a valuable contributor to the team (Quinn, Anderson, and Finkelstein, 1996).

The chief function of the executive is to develop & hone the skills of the employee in their unit. Managers who have often been promoted from a technical position must remember that they are now the coaches; others have the responsibility of carrying out the plays on the field. The manager/coach can have the greatest effect only by assuring that the employee/player is truly prepared for action. While the importance of training and development is now recognized, it remains a neglected area. Beginning Employees like the buildings and equipment of government are allowed to depreciate through an under investment in maintenance (Elmore, 1991; Hall, Miller, and Shasky, 1997).

Public sector employees generally perceive that training is necessary in the initial phase of their career. However, Training is focused on current job skills and not on employee development for future advancement.

**Results-Oriented Performance Appraisal**

Performance appraisal is used as an aid in making judgment decisions pertaining to promotion, demotion, retention, transfer, and pay of the employee. It is also employed as a development guide for training needs assessment and employee feedback. Performance appraisal also aids with a number of more general organizational functions as a means for validating selection and hiring procedures, promoting employee-employer understanding, and supporting an organization's culture.

The parameter which supersedes and provide an upper edge to the public sector organization over the private sector is that the measurable goals and objectives. Employees perceived that these have been transferred from the organization to individual performance appraisals.

**Employment Security**

Employee rights and the mechanism for enforcing then (i.e., the grievance process) serve as a safeguard for assuring that employees are accorded the basic dignity that every human being is entitled to. Like similar safety devices, employee will use as a safeguard to protect it’s interest. While most organizations would prefer to do without such legal and formal hiccups, reality requires them. If there were no past abuses there would be no need for laws prohibiting such practices.

Job security remains a hallmark of public sector companies in the country. This is actually an advantage in that it allows the employees to devote their attention in doing their job rather than worrying about their job.

**Employed Voice/Participation**

In Exit, Voice, and Loyalty Albert O. Hirschman (1970) proposes a typology of responses to dissatisfaction. A theory of individual self-interest, which not only operates in terms of the economic market but with respect to socio-political values, is primarily an attempt to explain an organization's survival. Although Hirschman's theory focuses on decisions regarding the acceptance/rejection of an organization's products or services, it can also be interpreted with regard to similar decisions by an organization's own personnel vis-a-vis the organization itself.
Efforts to change a perceived negative situation give rise to verbal acumen in employees. Voice is that dimension that can encompass a gamut of behaviors ranging from grumbling through participative management to full scale democracy. It represents a viable, non-market means for assuring organizational survival.

While voice focuses internally on the advocacy of reform loyalty represents the employee's willingness to "standup" for the organization. In this instance advocacy is in response to outside criticism and is an expression of confidence in the organization.

In a series of articles Farrell and Rusbult (Rusbult 1980; Farrell and Rusbult 1981; Rusbult 1983; Rusbult and Farrell 1983; Rusbult, Farrell, Rogers, and Mainous 1988) explicitly extend Hirshman's concept to personnel matters. As a result of a multidimensional scaling of job dissatisfaction, Farrell (1983) was able to demonstrate support for a modified version of Hirschman's typology. To the categories of exit, voice, and loyalty Farrell added one for neglect. Neglect indicates a condition in which employees' give-up but stay to draw a paycheck. Neglect may involve absenteeism and obstructionism or merely a passive "I don't care" attitude.

Public sector companies in India have a voice participation in which employees represent their issues through registered unions and can also approach a grievance cell and be able to resolve the differences of the employees with the management and ensures them satisfied with their demands.

Broadly Defined Jobs

The "triumph of technique over purpose" is also evident here. The rigidity invested in the formulation of pay scales based on the degree of expertise & commitment that is needed for a particular job upon which they are based) and the flexibility to adjust and adapt the organization by an employee. Individuals cannot readily be reassigned duties. This is especially a problem if those duties are from jobs officially designated as having lower grades. Even if pay remains constant, a lower grade assignment might be seen psychologically as a career setback. Reward for exceptional performance is thwarted by the formal attachment of pay scales or maximum salaries to specific job grades. Broad banding has been introduced as a means to cut through the Gordian knot of classification. The employee is seen to benefit from both more challenging and meaningful work assignments and the possibility of pay increases (Rasher and Schay, 1994)

Performance-Based Compensation

Strategic pay requires that all decisions relative to compensation and benefits are designed to attract, retain, or motivate best of employees. Although the pay scales are fixed by the central government (Owner of these public sector units) the structure and pay grades are designed to fully serve it’s mission or purpose. In reality, most public sector organizations do not have a incentive pay in addition to a compensation package which the private sector employees are getting a handsome amount of that component in addition to their pay package. All employees who perform satisfactorily are annually appraised leading to promotion to next grade of basic pay along with additional benefits. Even so, their counterpart in private sector organization will receive more financial security as compared to public sector organization which is the reason that public sector companies will not able to retain experienced employees in their kitty.

A wide array of extrinsic pay -for-performance schemes exists in public sector companies. The modern pay-for-performance scheme builds upon a base-pay system. The salary or wage put "at risk" is such to encourage or motivate the worker without jeopardizing his or her basic financial security. One can address overall individual performance or specific instances; focus can be on individual performance at the organizational or team level. Individual systems based on merit pay
step increases; annuities, bonuses and suggestion awards as well as skill-or competency-based approaches abound. In addition group or organization rewards are the focus of gain or goal sharing programs. Performance appraisal systems are the trigger instrument for operationalizing pay-for-performance. The individual performance rating is used to determine which employees are eligible for individual and group awards as well as the amount of reward an individual is entitled to.

Pay for performance is not widely practiced in many of the public sector organizations. Similar to most other private sector organizations in our country have not linked their missions to their compensation systems.

**RESEARCH METHODOLOGY**

This paper analyzes data from a survey of some judiciously selected public sector companies which are Head Quartered in Capital of India Viz, New Delhi and was conducted in Jan 2012. It was conducted in the human resource department to assess the effectiveness of the strategic human resource management.

The employees of selected public sector company in HR department were asked to complete the survey. In addition, staff from other departments too, were asked to complete the survey. A total of 500 staff were asked to respond the survey instrument. The response rate included a total of 50 persons(10 percent) responded from 500 of the staff from the following public sector companies Viz, Bharat Sanchar Nigam Limited(BSNL), Indian Renewable Energy Development Agency(IREDA), Oriental Bank Of Commerce(OBC), Punjab National Bank(PNB), National Thermal Power Corporation(NTPC).

They survey adapted the twenty-on items (grouped into seven indices of personnel practices Viz internal career ladders, formal training systems, results-oriented performance appraisal, employment security, employee voice/participation, broadly defined jobs including performance-based compensation) that addressed the strategic human resource management practices in this study.

Taking the average response for each respondent in each of the categories. Index scores were created and rated on five-point Likert scales, ranging from 0 to 4(with a 4 being the most favorable condition). Index averages were found by determining the mean response for all survey respondents in each of the seven indices of personnel practices. Missing responses were eliminated and averages were computed with remaining questions. These index scores are used as the measure for the specific strategic human resource practices.

Information on a series of demographic variables (gender, age, educational qualification, and executive status) was also requested from respondents. Women represent 80 percent of the respondents. Most of the respondents are in the age group of 25-35 years. In terms of education 50 percent held graduate degrees with another 25 percent having obtained post graduate degrees. Those in executive positions composed 75 percent of the responses. These "usual suspects" represent human capital factors (or proxies) that have typically been found to exert a mediating or moderating affect upon relationship.

This study incorporates a series of outcome assessments measurements relevant towards attraction of the unemployed masses towards the public sector organization in term of career building. Efforts need to be examined in light of organization goals. Public sector organization measures are more complex and focused on social impacts than those used in the private sector are. Business measures have a decidedly organizational focus, as evidenced from such indicators as Return on Average Assets (ROA) or Return on Equity (ROE). Since public sector organization are state run entities it makes them both broader in scope and more ambiguous in content. Just as the educational qualification make students more capable & knowledgeable. In this paper it is expected that Strategic Human Resource Management can make a significant contribution in personnel practices.
Each public sector organization was proportionately assessed in terms of its success at achieving four parameters: 1) Job Satisfaction 2) Flexibility to work 3) Superannuation benefits Viz Pension etc 4) Leave Benefits.

For purpose of analysis, the data in these four report cards were transformed into dichotomies; Grades of A (i.e., exceeding established goals by 110 percent) were contrasted with the combined B, C, and Corrective Action grades in logistic regressions. The percentage of A grades for these four report cards indicates (1) 71 percent prefer public sector because of job satisfaction they got. (2) 46 percent prefer because of job security in public sector units. (3) 16 percent prefer because of attractive superannuation benefits viz pension, etc. (4) 41 percent prefer because of leave benefits viz maternity leave etc.

Hierarchical, logistic regression analysis is used. The four outcome assessments represented by the Report Cards each serve as dependent variables. The demographic variables are entered first (and allotted all shared variance). The strategic human resource management practices are then entered. In items of hypotheses, each of the seven strategic human resource management measures should be positively associated with the parameters of the welfare reform goals addressed by the report card grades. Although the expectation is that human resource practices will matter, they should not matter "a lot." The administrative capacity used to supervise people in the performance of tasks is, after all, only a secondary or subsidiary factor.

DATA ANALYSIS & FINDINGS

The responses to individual items were used to construct summary indices. These are presented here in Table 1.

Table 1: Descriptive Statistics (Scale from 0 to 4)

<table>
<thead>
<tr>
<th>Practices</th>
<th>N</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career</td>
<td>36</td>
<td>2.20</td>
<td>.75</td>
</tr>
<tr>
<td>Training</td>
<td>45</td>
<td>2.20</td>
<td>.89</td>
</tr>
<tr>
<td>Results Oriented</td>
<td>33</td>
<td>2.43</td>
<td>.94</td>
</tr>
<tr>
<td>Employment Security</td>
<td>31</td>
<td>2.53</td>
<td>.78</td>
</tr>
<tr>
<td>Voice Participation/Grievance Redressal.</td>
<td>32</td>
<td>3.00</td>
<td>.71</td>
</tr>
<tr>
<td>Job Descriptions</td>
<td>43</td>
<td>2.41</td>
<td>.81</td>
</tr>
<tr>
<td>Pay for Performance</td>
<td>47</td>
<td>1.56</td>
<td>1.24</td>
</tr>
</tbody>
</table>

Using the metaphor of an academic grade point average (GPA), the indices exhibit "grades" from a high of B for participation to a low of D in pay for performance. The other indices earn C+ (results oriented appraisal, Job security, and job descriptions) and C (career ladders and training) grades. The cumulative GPA for these seven indices registers as 2.33 or a C+. While a respectable performance, it is less than is really desired given the purported importance of personnel practices for assisting in enhancing productivity and success. Because there are parameters that more vulnerable in attracting& retain talent and creates benchmark of high performance in prospective employee selection. The perceived introduction of strategic human resource management practices while not extensive does exist in some of the Public sector organization.

Various demographic control variables are used in the survey as proxy measures to test for a priori influences. They are introduced first in a hierarchical regression. In this process the common variance shared between these variables and the strategic human resource management variables is entirely assigned to the former. Conditions both in the external environment and internal to the organization's operation are examined. Individual's gender, age, and educational qualification are all factors that are both external to the organization. While internal factors, executive status and tenure
as a executive are also organizational conditions that, for the most part, precede the introduction of welfare reform.

While dramatic relationships are not to be expected (much else other than administrative capacity is involved here), the whole concept of strategic human resources management does indeed posit a positive relationships between administrative capacity and the achievement of an organization's goals and objectives.

Logistic regressions were conducted with the four parameters of report card measures of public sector organization attractiveness Viz 1) Job Satisfaction 2)Flexibility to work 3) Superannuation benefits Viz Pension etc 4)Leave Benefits. A hierarchical process was used in determining the variation explained by the various factors. Demographic variables were entered first, and then strategic human resource practices. This allows for the common or shared variance among these two sets of measures to be allocated entirely to a priori demographic variables.

**TABLE-2**

Impact of Demographic and Administrative Capacity: Logistic Regressions: Coefficients (exp (B))

<table>
<thead>
<tr>
<th></th>
<th>Job Satisfaction</th>
<th>Flexibility to work</th>
<th>Superannuation benefits</th>
<th>Leave Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>-1.459(.223)</td>
<td>-.1962(.141)</td>
<td>-1.149(317)</td>
<td>-600(549)</td>
</tr>
<tr>
<td>Population</td>
<td>.001(1.001)*</td>
<td>-.003(.997)**</td>
<td>-.019(.981)***</td>
<td>.002(1.002)**</td>
</tr>
<tr>
<td>Age</td>
<td>-0111(.999)</td>
<td>.013 (1.013)</td>
<td>-.005(995)</td>
<td>-.006(994)</td>
</tr>
<tr>
<td>Sex</td>
<td>.550(1.734)*</td>
<td>-.304 (1.356)</td>
<td>.110(1.116)</td>
<td>-.603(.547)*</td>
</tr>
<tr>
<td>Education</td>
<td>.007(1.007)</td>
<td>.101 (1.106)</td>
<td>.130(1.139)</td>
<td>.067(1.070)</td>
</tr>
<tr>
<td>Executive status</td>
<td>-.891(410)**</td>
<td>.465 (1.592)</td>
<td>.711(2.035)</td>
<td>.850(2.339)***</td>
</tr>
<tr>
<td>Tenure</td>
<td>.025(1.025)</td>
<td>.016 (1.0616)</td>
<td>.014(1.014)</td>
<td>-.022(979)</td>
</tr>
<tr>
<td>Change R2</td>
<td>.058</td>
<td>.096</td>
<td>0280</td>
<td>102</td>
</tr>
<tr>
<td>Careers</td>
<td>-.229(795)</td>
<td>-.186 (830)</td>
<td>.255(1.290)</td>
<td>.164(1.178)</td>
</tr>
<tr>
<td>Training</td>
<td>.193(1.213)</td>
<td>-.115 (.891)</td>
<td>.178(837)</td>
<td>-.226(798)s</td>
</tr>
<tr>
<td>Results Appraisal</td>
<td>-.044(957)</td>
<td>.334 (1.396)***</td>
<td>.247(1.281)</td>
<td>-.030(971)</td>
</tr>
<tr>
<td>Job Security</td>
<td>-.117(890)</td>
<td>.990 (1.104)</td>
<td>.328(1.388)s</td>
<td>-.302(1.352)**</td>
</tr>
<tr>
<td>Voice Participation/Grievance Redressal</td>
<td>-.192 (1.201)</td>
<td>.187 (1.206)</td>
<td>-.243(.785)</td>
<td>-.176(839)</td>
</tr>
<tr>
<td>Job Descriptions</td>
<td>.271(1.311)*</td>
<td>.114 (1.121)</td>
<td>-.187(.829)</td>
<td>.020(1.020)</td>
</tr>
<tr>
<td>Pay for Performance</td>
<td>-.065(937)</td>
<td>-.050 (.951)</td>
<td>-.071(931)</td>
<td>-.007(993)</td>
</tr>
<tr>
<td>Change R2</td>
<td>.032</td>
<td>.033</td>
<td>.025</td>
<td>.014</td>
</tr>
<tr>
<td>Total R2</td>
<td>.090</td>
<td>.129</td>
<td>.305</td>
<td>.116</td>
</tr>
</tbody>
</table>

S p < .1                  * P < .05;    ** P < .01;        *** P < .001;         N= 50

Each of the regression models account for only a small proportion of the variance, R2=.09 for Job Satisfaction R2= 0.13 Flexibility to work, R2=0.31 for Superannuation benefits, and R2=0.12 for Leave Benefits. Roughly two-thirds to nine-tenths of the explained variance is due to the demographic control variables enter into the equations.

The gender and executive status of the public sector organization appears to also matter. These results specifically highlight the diverse nature of public sector goals. The same items may influence goal obtainment quite differently.

As indicated from Table 2, report card measures explain little variance. The change in variables in the Job Satisfaction model account for only R2=.03 Flexibility to work, R2=.03, Superannuation benefits R2=.03, Leave Benefits model R2=.01.

Using the more narrowly focused outcome assessments of Return on Average Assets(R) and Return on Equity (ROE) (measures with date drawn from the banking industry). Delery and Doty found strategic human resource management contributions of R2=.013(adj R2=n.11) for ROA and R2=.09(Adj R2=.07) for ROE. in Delery and Doty(1996) relationships.(standardized regression
coefficients) with the outcome assessments were found between results-oriented appraisal (0.14 ROA; 0.14 ROE), profit sharing (0.31 ROA; 0.28 ROE), and employment security (.16 ROA). However, these findings are somewhat in-line with Hitt, Bierman, Shimizu, and Kochhar (2001)’s human capital findings in law firms (R=.036). The complex and somewhat less compatible goals entailed in public sector organizations may limit the effectiveness or enhance the difficulty of strategic human resource management applications.

Only three of the twenty-eight strategic human resource management outcome relationships proved to be statistically significant (in contrast with Delery and Doty’s (1996) finding of three per outcome measure). In all three cases, however, the odds of success are markedly improved. The revised job descriptions that redefined the tasks of Public Sector Organisation seem to aid in attracting helping people to find jobs in these organisations.

A more liberal interpretation of statistical significance would add three other incidents. Executive status and employment security would contribute to the ability to keep individuals in public sector undertaking in India. The training is seems to be necessity in the public sector organization in grooming the employee skills. Inappropriate training/ no training can deter the Employee from the doing their jobs is not going to make a positive contribution. Similar explanations may also underlie the failure of other practices (e.g., see Riccucci and Lurie, 2001 with regard to performance appraisal systems.)

CONCLUSION

Since Independence, Public sector companies have been engaged in the transformation of economy of India by becoming the prominent giants in the core sectors of the economy. This process has also focused on the administrative capacity of this organization along with their missions & vision. As such, strategic human resources management should play an important role in the success of organisation in achieving the organization goals & objectives. While administrative techniques should not be expected to provide "miracle cures", they should make noticeable contributions.

Yet, the human resources practices found in Public sector undertakings in this study show only moderate use of strategic human resources concepts. While it is very much necessary for a high performance organization because it would entail a greater degree of strategic human resource practice use. In addition the methodological limitations of the outcome assessment measures employed here contribute, in part, to these findings. The public sector often employs more complex measures that go beyond simple efficiency goals. it also uses multiple measures that require optimizing assorted, not necessarily compatible, values. However, that is not a sufficient excuse. The strategic human resource management practices apparently have weak connections with organizational achievement. This is obviously a disappointment given both the findings evident from business research and our academic predilections as also evident from the previous research on personnel practices in the past also.

Perhaps the outcome assessments used here are too broad gauged to pick up the contributions from administrative techniques. Although strategic human resource management practices are hypothesized to have an impact, they are still a secondary, indirect factor in the organizational process. The coordination of work designed to enhance work productivity is not itself the "work". The public sector may be demonstrating a lag as comparison to the personnel practices followed in private sector organisation. On the other hand strategic human resource management practices may not be as applicable in the multi volume public sector companies in India. The benefit in enhancing productivity (even if it exists) may not add sufficient value to merit their employment. As personally appealing as this concept is, public sector organization in India need to approach Strategic human resource management (SHRM) more cautiously & judiciously in comparison to their counterparts in private sector organization in order to retain talent.
REFERENCES


