

**STUDY AND DEVELOPMENT OF EFFECTIVE  
HUMAN RESOURCE MANAGEMENT SYSTEM  
MODEL FOR NEW GLOBAL ECONOMY**

THIS THESIS IS SUBMITTED TO



**VISVESVARAYA TECHNOLOGICAL UNIVERSITY  
Jnana Sangama, Belagavi – 590018, Karnataka, INDIA**

*For the award of the degree of  
Doctor of Philosophy in Mechanical Engineering*

*By*

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**Under The Guidance of**

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## **CERTIFICATE**

This is to certify that, **Mr.Ramesh S. Naik USN: 2BL11PMM05**, a bonafied student of department of **Mechanical Engineering of the College/Institution: B.L.D.E.A'sV.P.Dr.P.G.Halakatti College of Engineering and Technology, Vijayapur -586103**, have worked under my supervision for his doctoral thesis entitled, **“STUDY AND DEVELOPMENT OF EFFECTIVE HUMAN RESOURCE MANAGEMENT SYSTEM MODEL FOR NEW GLOBAL ECONOMY”**, certify that the work is original and has not been submitted to any other university wholly or in part for an another degree.

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## **DECLARATION**

I hereby declare that the entire work embodied in this doctoral thesis “**STUDY AND DEVELOPMENT OF EFFECTIVE HUMAN RESOURCE MANAGEMENT SYSTEM MODEL FOR NEW GLOBAL ECONOMY**”, has been carried out by me at **Department of Mechanical Engineering of the College/Institution: B.L.D.E.A's V.P. Dr. P.G. Halakatti college of Engineering and Technology, Vijayapur -586103**, during the year 2011-2018, for partial fulfillment for the award of **DOCTOR OF PHILOSOPHY IN MECHANICAL ENGINEERING** of Visvesvaraya Technological University, Belagavi under the supervision of Guide: **Dr. Geetanjali V. Patil** and Co-Guide: **Dr. V. S. Puranik**. This thesis has not been submitted in part or full for the award of any degree to any other university.

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## **ABSTRACT**

A qualitative and quantitative research and analysis are done in examining the application of Human Resource Management in the new organizational and industrial global economy. Crucial analysis involved and models related in this study are Human Resources Management (HRM), Knowledge Management (KM), Intellectual Capital(IC) and integration of these concepts. In this research the analysis and model or the framework pertaining the role of human resources management, Knowledge Management, Intellectual Capital and Human Capital with respect to organization and industrial global economy is done. The initiative objective related to human resource evaluation of some of the activities of Human Resource Management is evaluated and those are, finding out human resources requirement, human resources forecasting, Recruitment and Selection, Integration, Training, Communicating, Assessment, Career Development, Promotion, Relationships with special stakeholders, Motivating, Labor and Social Protection, organizational culture modeling and the efficiency of using human resources which leads to basement of analysis of Human Resource Management and checking of organizational and economical performance.

Another concern in this study involves the development and analysis of the role of Human Resource Management in new economy by focusing on the integration of the Intellectual Capital, Human Capital and Knowledge Management in the strategies of the organizational and industrial global economy.

Qualitative and quantitative analysis are the key drivers of the new economy and these are identified and analyzed. Organizational performance is also analyzed. Hypotheses are defined, analyzed and checked for each activities of HRM, organizational performance and knowledge management. Methodology, design, evaluation and the frame work of HRM is done in this research work.

Regression is carried out .The Likerts five point scale is used for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management. Regression analysis is carried for each activity. The survey response obtained for Human resource evaluation for all HRM

activities are in favor of Likert Five Point (scale strongly agree =5) The % Strongly agree for all HRE with respect to HRM are in between 70% to 90%. Which is best and acceptable.

Secondly the Reliability Statistics analysis for all HRM activities mentioned is carried and the results obtained for the same are shown. For all activities the results obtained are such as Cronbach's Alpha = 0 .756, Cronbach's Alpha Based on Standardized Items = 0 .748, N of Items = N. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is deleted from total n items, the average Cronbach's Alpha of the remaining items does not have large variation. Cronbach's Alpha is near to 0 .756 and 0 .748 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. All the items which are considered for regression analysis are good correlated. Only few are excluded, all items are accepted .

Organizational performance excellence is checked. Organizational performance excellence can be checked by two indicator Efficiency and Effectiveness. Effectiveness performance indications measures company's progress towards goals achievement, mission fulfillment and overall performance of organization. Efficiency is another performance indicator which measure organization relations pertaining to input, output, and successful conversion of input to out put. Reliability Statistics for one of the activity i, e organizational performance, the results obtained are Cronbach's Alpha =0.533, Cronbach's Alpha Based on Standardized Items = 0 .431, N of Items = 33. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 33 items, the average Cronbach's Alpha of the remaining 33 items does not have large variation. Cronbach's Alpha is near to 0.533 and 0 .431 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. All the 33 items which are considered for regression analysis are good correlated. Some of the items are excluded.

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**Mr. Ramesh S Naik**

**Dedicated to my**

**Mother, Smt. Muktabai S. Naik**

**And My Wife**

**Smt. Manjula Ramesh Naik**

**And my lovely sweet children**

**Shrinivas and Shrinidhi**



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## **List of Abbreviations**

HRM	Human Resources Management
IC	Intellectual Capital
KM	Knowledge Management
OECD	Organization for Economic Cooperation and Development
IALS	International Adult Literacy Survey
HRE	Human resource Evaluation

# Chapter 1

## Introduction

### 1.1 Introduction

In these chapter concepts, definition, descriptions of research, models qualitative analysis related to Human Resources Management (HRM), Knowledge Management (KM) and Intellectual Capital(IC) are described and analyzed. Characteristic of Human capital are also explained. The impact of human capital on individual, organization, and society are also elaborated as per researched carried by various experts. Different types of human capital are also analyzed.

### 1.2 Study and qualitative analysis

A qualitative research and analysis are done in examining the implementation of the changing economy of Human Resource Management in the new organizational and industrial economy. Important concepts involved and models related in this study are Human Resources Management (HRM), Knowledge Management (KM) and Intellectual Capital(IC). The study provides the model or the framework for the role of human resources management, Knowledge Management, Intellectual Capital and Human Capital with respect to organization and industrial global economy. The initial objective is to determine human resource evaluation of some of the activities of Human Resource Management those are, Determining, Forecasting , Recruiting and Selecting, Integrating employees, Training human resources, Communicating, Human Resource Assessment, Career Development, Human Resource promotion, Relationships with special stakeholders, Motivating, Labor and Social Protection, Modeling the organizational culture and the efficiency of using human resources which leads to basement of analysis of Human Resource Management and checking of organizational and economical performance. Another initiative concerns in the present study involves the development of the role of Human Resource Management in new economy by focusing on the integration of the Intellectual Capital, Human Capital and Knowledge

Management in the strategies of the organization, analysis the field of Knowledge Management and Intellectual Capital in the new organizational and industrial global

economy. Qualitative and quantitative analysis of the key drivers of the new economy are identified and analyzed.

**Kodjo Ezane Joseph et.al [1]**, research tells about today's economy matches with universal needs of customer's products and services are geared and driven throughout the world. Older economy is concerned with; financial aspects and knowledge; and HR matters, present status shows sharing of knowledge ideas. Today's global economy of different countries is increasingly interdependent which led to appreciation of dynamics of trade in goods and services and flows of capital, digital and business opportunities.

**Knowledge Management (KM)** gives importance on 'doing the right thing' instead of 'doing things right'. And as per **Kodjo Ezane Joseph et.al** has stated in today's economy, In organization, human resource is an essential resource need to be respected with respect to vision, mission, values organization training personal development etc which assist in new organization economy.

### **1.3 Important Concept's descriptions of research**

Here definitions, descriptions, analysis of various experts are shown here.

### **1.4 Human Capital**

**Lucas [2] and Romer [3]** has emphasize Human Capital's investment is an important factor economical growth contributor. Individual's action generates persistent growth and it works as engine for attracting other factors such as physical investment contributing to measure per capita income growth.

**Kwon and Dae-Bong [4]** has noted with respect to economic perspective, the human is directly related to company's production, consumption, and transaction.

**Schultz [5]** has stated that national modern economy is related to human capital.

**Uzawa [6] and Rosen [7]** have stressed the Human Capital plays important role in company's economic growth. Nelson and Phelps [8] state that the function of nation's domestic Human Capital stock tells the implementation and adaptation of new technology from abroad.

**As per Romer [9]** Human Capital as “a fundamental source of economic productivity”.

**Frank and Bemanke [10] 2007** defines Human Capital is ‘combination of entities i,e education, experience, training, trustworthiness, and initiative that initiate the value quality of worker's product’.

**As per Sheffin [11]**, considering the production-oriented perspective, the Human Capital is “the stock of skills and knowledge embodied in the ability to perform labor so as to produce economic value”.

## Chapter 2

### Literature Survey

#### 2.1 Literature survey pertaining to research objectives

This chapter discusses the concepts, definition and discussion about human resources management internal practices, various models of HRM and its effect on organizational performance HC, KM and IC in the economical development.

#### 2.2 Human Resource Management (HRM)

As per **J. R. Schemerhorn** [12] Human Resource Management tells maintaining pool of talent, workforce, training them to achieve vision mission and objective.

##### 2.2.1 Factors affecting HRM Practices

**Kane and Palmer** [13] stated that external factors cannot be controlled in short manner. These factors include the following:

##### 2.2.2 External Factors

**Economic Changes:** As per **Satow, T. and Wang, Z.M.**, [14] it was found that as a result, the international HR practices has attained importance in global economy advancement. It has changed from traditional to globalization and international concept.

**Technological Changes:** As per **DeFillippi** [15] technology has a greater effect on HRM due to interaction between Technology and HR.

**Verkinderen and Altman** [16] interrogated that technology affects multinational organization geographically dispersed workforce.

**Globalization:** As per Pankaj Tiwari [17], as a result of globalization, the HRM has become versatile and globally crossing continent and countries.

**Tayeb [18]** The multinational HRM practices should adapt the local cultural, economy policies, procedure in ones own organization.

### **2.2.3 Internal Factors**

**As per Milkovich and Boudreau [19]** according to researchers have found out numerous HRM related policies. Those are :

**Organizations Size: According to McPherson [20]** evidence suggests that there is no effect of small firm's policies on formal HR practices in large organizations, As per Jackson et. al., [21]; Kaynak et. al. [22] For different HR department there is a need of functional level.

**Top Management:** There is a influence of HR practices and it is accepted by most writers, Ondrack, Nininger [23]; Kane, Palmer [13] in designing and implementing HR policies.

**Line Management:** The organizational works smoother with line managers who are responsible for integrating HR polices in work place. Okpara and Wynn [24]; Alas et al. [25]

## **2.3 Knowledge Management (KM)**

**According to Hameed, [26]** KM is described as a systematic process of finding, selecting, organizing, distilling and presenting information to improve employee's comprehension in a specific interested field. This helps in acquiring, storing and utilizing knowledge for problem solving, dynamic learning, strategic planning and decision making.

## **2.4 Intellectual Capital**

Intellectual Capital includes much more than patents, copyrights and other forms of intellectual property. It is the summation of a company's knowledge, experience, relationships, processes, discoveries, innovations, market presence and community influence **Miller, William [27]**.

## **2.5 Models of Human Resources Management**

Various Models of HRM have been developed by Researchers. Some of them are follows:

### **2.5.1 Harvard Model**

**As per Beer et.al. [28]** It is a strategic map to guidance, relations, concentration, employee commitment, congruent, competent and cost effective and the human or soft aspect of HRM.

### **2.5.2 Michigan Model**

**As per Devanna et. al [29] the Michigan model** focuses on hard HRM. This model shows should be monitored as other resources .Organizational performance is based on selection, appraisal, development and rewards.

### **2.5. 3 Guest Model**

**Guest [30] model** tells that superior individual and organizational performance is obtained by a set of integrated HRM practices. It focus on selection, training, appraisal etc

## **2.6 HRM Practices and other Variables**

HRM practice affects other variables in the organization. They are

### **2.6.1 HRM Practices and Organizational Performance**

**Joseph and Dai [31]** numerous relations are there in HRM practices and performance which are the firm performance.

### **2.6.2 HRM Practices and Employees Productivity**

**Huselid [32]** and **Delery and Dotty [33]** showed that HRM activities provides training ,selection etc which impacts market.

**Soomro et.al. [34]** has found that HRM practices (training, selection, career planning, employee participation, job definition, compensation, performance appraisal) has direct impact on employee performance.

### **2.6.3 HRM Practices & HRD Climate**

**Hassan et.al. [35]** has found that there is relation between HRM practices and HRD climate in the organization. ISO certified companies has higher impact on organization performance as compared to non certified .Career planning, performance guidance and development, role efficiency and reward and recognition system leads to Quality orientation.

**[37], Nunnally and Bernstein (1994), McIver and Carmines (1981), and Spector (1992)** discuss the reasons for using multi-item measures instead of a single item for measuring psychological attributes. They identify the following: First, individual items have considerable random measurement error, i.e. are unreliable. Nunnally and Bernstein (1994) state, “Measurement error averages out when individual scores are summed to obtain a total score” (p. 67). Second, an individual item can only distinguish people into relatively small groups. Fine degrees of an attribute cannot discriminate individual item. For example, with a



dichotomously scored item one can only distinguish between two levels of the attribute, i.e. they lack precision. Third, individual items lack scope. McIver and Carmines (1981) say, “It is very unlikely that a single item can fully represent a complex theoretical concept or any specific attribute for that matter” (p. 15). They go on to say, The most fundamental problem with single item measures is not merely that they tend to be less valid, less accurate, and less reliable than their multi item equivalents. [38] **Blalock (1970) has observed**, “With a single measure of each variable, it is unaware of the possibility of measurement [error], but it is difficult to me sensible matter” (p. 111). [39] **For** organizational performance two entities are effectiveness and efficiency (Bounds at all, 2005; Robbins, 2000). For managers, suppliers and investors these two terms might look synonymous, yet, [40] according to Mouzas (2006), each of these terms have their own distinct meaning. Most organizations check their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision. At the same time, there is plethora of organizations, which value their performance in terms of their efficiency, which relates to the optimal use of resources to achieve the desired output (**Chavan, 2009**) [41]. [42]The question is, It is very difficulty to differentiate efficiency and effectiveness.

[43] **According to 2013 -2014 Baltridige Performance Excellence Program1**, Operational excellence is achieved by organizational performance assessment. [44] A multidimensional process of organizational performance is like achieving high excellence. [45]**According to American Management Association Global Study of Current Trends and Future Possibilities** 2007-20171, high performance organization strategies is based on philosophy and believes. [46] To develop new products customer information is the main factor. Khademfar and Amiri (2013) suggest a model of high performance organization, which maintains five major approaches: Strategic, Customer, Leadership, Processes and Structure and, Values and Beliefs. Strategic leads to higher plane of maturity. Customer approach strives for client loyalty. The fourth block is associated with organization’s processes and structure. The last component of the model is Value and Believes which translates into organizations ability to implement the strategy. All are dependent with each other.

[47] **Effectiveness vs. efficiency** Valuation of the organization has different understanding, **Mouzas (2006) emphasized** that organization performance can be assessed by two indicators they are efficiency and the effectiveness. It shows that efficiency and effectiveness have

different data. [48] Effectiveness concerned companies are related with output, sales, quality, creation of value added, innovation, cost reduction. Business achievement goals and output are related to economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zhen, 2010). [49] **Meyer and Herscovitch (2001)** analyzed organizational commitment is concerned to organizational effectiveness. [50] **Shiva and Suar (2010)** agree The employees attitude , company performance and human capital are directing related to effectiveness and efficiency. [51] **According to Heilman and Kennedy – Philips (2011)** said that companies' performance and goal achievement are related to effectiveness. [52] **Back in 1988, Seiichi Nakajima** has introduced the concept of Total Productive Maintenance, which is implemented in the plants and covered the entire life of the equipment in every department including planning, manufacturing, and maintenance (**Fu-Kwun Wang, 2006; Muthiah and Huang, 2006**). The detailed description is as follows

1. Total effectiveness (productivity, quality delivery, safety, social responsibility and morals);
2. Total maintenance system (maintenance prevention system, maintainability improvement);
3. Total employees participation (the increase of the effectiveness of the plant depends on the involvement of the staff, regardless of the department they belong to).

[53] **According to Porter (1996)**, Total Productive Maintenance system can be used as tool rather than strategy. [54] Efficiency measures relationship between inputs and outputs or successfully transformation of output into input (**Low, 2000**). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency. [55] **According to Pinprayong and Siengthai (2012)** there is a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization. [56] **The Pinprayong and Siengthai (2012)** introduced seven dimensions, for the measurement of organizational efficiency:

- Organizational strategy;

- Corporate structure design;
- Management and business system building;
- Development of corporate and employee styles;
- Staff commitment motivation;
- Employee's skills development;
- Subordinate goals.

Effectiveness and efficiency are very important aspect and it is essential to obtain success factor of both Effectiveness and efficiency. **Pinprayong and Siengthai (2012)** suggest that ROA is a suitable measure of overall company performance, since it tells about the revenue generation of organization asset. Organizational performance = effectiveness x efficiency; Total asset turnover ratio measures the ability of a company to use its assets to efficiently generate sales; therefore it can be treated as efficiency. Profit margin ratio is an indicator of a company's pricing strategies and how well it controls the costs, also it is a good measure for benchmarking purposes; therefore it could be treated as effectiveness. Quantification of the efficiency and the effectiveness tells the overall performance. [57] Allocation of resource across alternative ways of organization is nothing but efficiency. **(Kumar and Gulati, 2010.** It says that efficiency is not only the excellent performance in the market,

### **Relationship of HRM with industrial, organizational and Global economy**

Maintaining all types of human resources to contribute to excellent performance researchers showed that in the context of globalization human resources are important to achieve successful industrial, and global economical performance [59]

It is said that every organization have to build up their human resource with respect to the view of global market and competitiveness and develop flexible workforce for the forth coming new global market economy [60]

[61] In the view point of Decenzo and Robins (2001) and Gary Dessler (2000) the most important challenges of HRM, are technology, E commerce, and work force diversity, and globalization, ethical consideration of the organization which may directly or indirectly affect

the organization competitive advantages, especially with technological advancement the affect on recruitment, training and development and job performance with great extent can be study in organization. Over all clubbing of mentioned points it directs challenge faced by HRM to the word globalization. Globalization means the present flow of goods, services, capital, ideas, information and people between different countries and within the countries. In this modern business world, markets have become competitive world to capture maximum market share. So Globalization is a big challenge. This is obtained by effective human resource management model in the global economy. So keeping all these points in mind all HR managers and management should retain and sustain their Human resources which makes organization successful in the field of globalization and global economy.

## **2.7 Gap Analysis of Literature Survey**

1. In most of the literature theoretical analysis is being done and the key factors like human resource, human capital, and various activities which enhance the human resource efficiency knowledge management, organizational performance, are being identified. But statistical analyses of identified factors which are the key contributors of organizational economy are to be further analyzed. The identified gap is analyzed in this research work.

2. Various techniques, models, activities are defined for human resources management acceptance but survey, and statistical analysis are to be further analyzed. The identified gap is analyzed in this research work.

3. Based on the various activities, methods, techniques and procedures Human resource activities and management need to be analyzed in order to obtain Human resource Evaluation. The mentioned Tasks need to be implemented; survey has to be done in one or more organization or company in order to compare the existing practice and with the model which has to be defined in this research. The Model, activities methods and techniques and procedures of Human Resource Activities and Management are to be further analyzed. The identified gap is analyzed in this research work.

## **2.8 Summary and Conclusions of Literature survey**

1. The importance of this chapter is overview, analysis and roles of Human Resource Management, Human Capital, Intellectual Capital and Knowledge Management in new organizational, industrial global economy.
2. The concept of Global Human Capital is nothing but the outsourcing the Human resource Globally, Employee Leasing and Hiring Human Resource Globally.
3. Intellectual Capital, Human Capital and Knowledge Management are the fundamental source of the economic productivity.
4. Intellectual Capital is the Combined Intangible asset which enables the company to function. It consists of three main component, Human resource, Intellectual property and intellectual assets.
5. The Human Capital, Intellectual Capital and Knowledge Management are the vital factors which initiate economic activities such as production, consumption, and other factors of all organizational resources, objective and goals.
6. External factors such as Economic Changes, Technological Changes, Globalization affecting HR practices are the factors which cannot be controlled and changed in a favorable way in the short run.

## Chapter 3.0

### Objectives of the present Research

1. The initial objective is to determine Human resource Evaluation of each and every activities of Human Resource Management which leads to basement of analysis.
2. To define the model and development of the role of Human Resource Management in the new Organization and industrial global economy with the emphasis on Human resources, the required activities are as follows
  - Human resources requirements.
  - Forecasting.
  - Recruiting and selection
  - Integrating employees.
  - Training.
  - Communicating.
  - Assessment.
  - Career development.
  - Promotion.
  - Special stakeholders.
  - Motivation.
  - labor and social protection.
  - organizational culture.
  - Efficiency
3. Define hypotheses for the attainment of the objectives of the research work.
4. The initiative concerns is to involve the development of the role of Human Resource Management in new economy by focusing on the integration of the Intellectual Capital, Human Capital and Knowledge Management in the strategies of the organization.

5. Analysis the field of Knowledge Management, Intellectual Capital and Human Resource Management in the better organizational and industrial global economy.
6. Qualitative and quantitative analysis of the key drivers of the organizational and industrial economy with respect to Human Resource Management has to be identified and analyzed.
7. Organisational performance excellence has to be checked by two indicators Efficiency and Effectiveness. Effectiveness performance indications Measures Company's progress towards goals achievement, mission fulfillment and overall performance of organization. Efficiency is another performance indicator which measure organization relations pertaining to input, output, and successful conversion of input to output.
8. Models of human resource management, Organization performance, Knowledge management, Intellectual Capital in the organizational and industrial economy are to be defined.

### **3.1 Human Resource assessment**

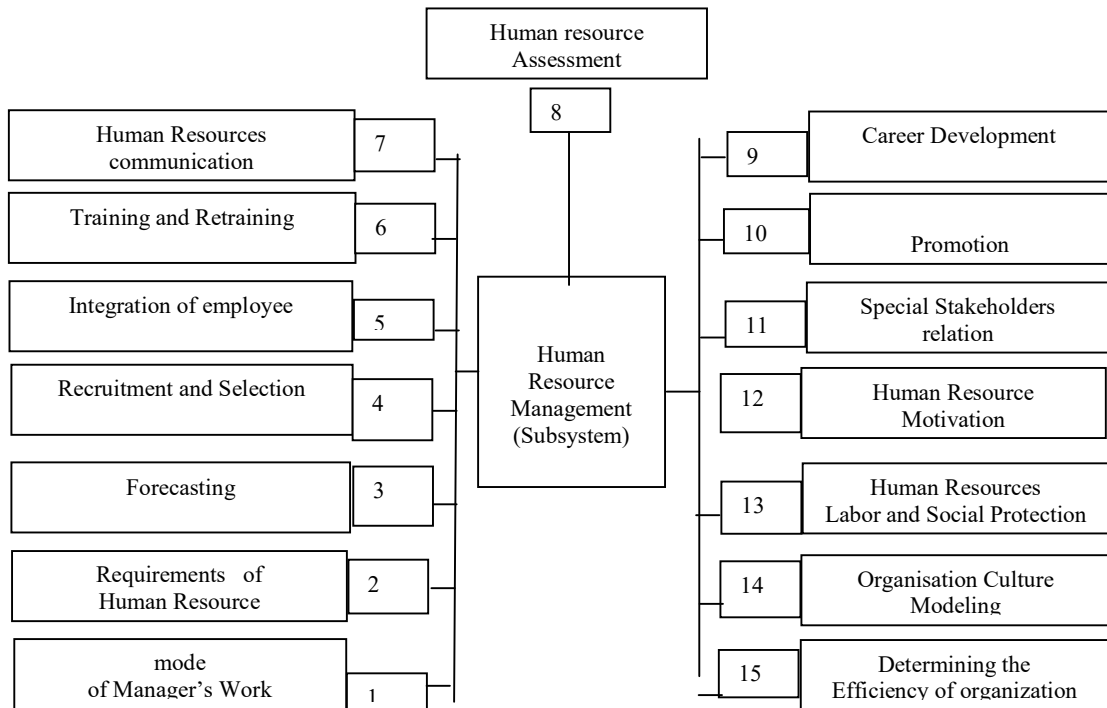
Theoretical and quantitative analysis is being done by **Ovidiu Nicolescu**. As per **Ovidiu Nicolescu**[36] Theoretical and methodological development of human resource are undergone extensively before few decades. The main dependent variables are as below.

- Human resource training and resource analysis happening from a long time.
- Decision impact of human resource act as a major factor on the performance of organization, what ever the size may be.
- Knowledge revelation leads to economy enhancement which initiates all economic-social activities of organization.

In this present status the two revolution points are as below.

- a) It approaches Human Resource Management is based on the stakeholders theory, and is not limited to managers and subordinates relation.

Below is the figure 3.1.1 which shows the various activities of assessment of Human resource



**Fig 3.1.1 Various activities making up the Human Resource Field**

b) It helps in selection methods and techniques of human resource activities.

### **3.2 Attainment of the objectives by defining hypotheses**

In order to attain the objectives of the work defined, the attainment of the objectives are defined in terms of hypotheses as below

#### **3.2.1 HYPOTHESES**

In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance. The following hypotheses are to be formulated.



### **3.2.2 Hypothesis: 1**

H01: The significant relationship of adapting HRE technique on first activity of HRM is, Determining the requirements for human resources has to be checked.

### **3.2.3 Hypothesis: 2**

H02: The significant relationship of adapting HRE technique on second activity of HRM is, Forecasting the requirements for human resources has to be checked.

### **3.2.4 Hypothesis: 3**

H03: The significant relationship of adapting HRE technique on third activity of HRM is, Recruiting and selecting, has to be checked.

### **3.2.5 Hypothesis: 4**

H04: The significant relationship of adapting HRE technique on fourth activity of HRM is, Integrating employees has to be checked.

### **3.2.6 Hypothesis: 5**

H05: The significant relationship of adapting HRE technique on fifth activity of HRM is , Training human resources has to be checked.

### **3.2.7 Hypothesis: 6**

H06: The significant relationship of adapting HRE technique on sixth activity of HRM is, Communicating with human resources has to be checked.

### **3.2.8 Hypothesis: 7**

H07: The significant relationship of adapting HRE technique on seventh activity of HRM is, Human resource assessment has to be checked.

### **3.2.9 Hypothesis: 8**

H08: The significant relationship of adapting HRE technique on eighth activity of HRM is, Career development, has to be checked.

### **3.3 Hypothesis: 9**

H09: The significant relationship of adapting HRE technique on ninth activity of HRM is, Human resource promotion has to be checked.

### **3.3.1 Hypothesis: 10**

H10: The significant relationship of adapting HRE technique on tenth activity of HRM is, Relationships with special stakeholders have to be checked.

### **3.3.2 Hypothesis: 11**

H11: The significant relationship of adapting HRE technique on eleventh activity of HRM is, Motivating human resources has to be checked.

### **3.3.3 Hypothesis: 12**

H12: The significant relationship of adapting HRE technique on twelfth activity of HRM is, Human resource labor and social protection has to be checked.

### **3.3.4 Hypothesis: 13**

H13: The significant relationship of adapting HRE technique on thirteenth activity of HRM is, Modeling the organizational culture has to be checked.

### **3.3.5 Hypothesis: 14**

H14: The significant relationship of adapting HRE technique on fourteenth activity of HRM is, The efficiency of using human resources has to be checked.

### **3.3.6 Hypothesis: 15**

H15: Organizational performance excellence has to be checked

Organizational performance excellence can be checked by two indicator efficiency and Effectiveness

Effectiveness performance indications measures Company's progress towards goals achievement, mission fulfillment and overall performance of organization. Efficiency is another performance indicator which measure organization relations pertaining to input, output, and successful conversion of input to output.

### **3.3.7 Hypothesis: 16**

H16: Knowledge management excellence has to be checked

Knowledge management can contribute to organizational performance by

- To enhance Organizational performance strategic priority and management commitment of Knowledge management has to be done.
- Define and understand organizational knowledge to enhance its performance
- Maintain the knowledge environments and management the knowledge, boasts the organizational performance

## **Chapter 4**

### **Derivation, testing and data analysis of Hypotheses**

For achieving the above tasks Qualitative analysis of Human resource activities , management, various activities, methods, techniques and procedures need to be done .Based on the various considerations the various activities, methods, techniques and procedures Human resource activities and management need to be analyzed, in order to obtain Human resource Evaluation. The mentioned tasks need to be implemented; survey has to be done in one or more organization or industries in order to compare the existing practice and with the model which has to be defined in this research. The Model, activities methods and techniques and procedures of Human Resource Activities and Management need is defined below.

**Table4.1.1Proposed Activity Methods, Techniques and Procedures**

<b>SL.no.</b>	<b>Activity</b>	<b>Methods, Techniques and Procedures</b>
1	Determining the requirements for human resources	Jobs analysis. <ul style="list-style-type: none"> <li>▪ Workday tasks analysis.</li> <li>▪ Instantaneous observation.</li> <li>▪ Time recording.</li> <li>▪ Workday shooting.</li> <li>▪ Standard administrative times.</li> <li>▪ work standards.</li> <li>▪ The scenario.</li> <li>▪ Extrapolation.</li> <li>▪ The correlation coefficient.</li> <li>▪ Physical work productivity.</li> <li>▪ The “critical incidents” method.</li> </ul>
2	Forecasting the requirements for human resources	<ul style="list-style-type: none"> <li>▪ the dynamics of the size and structure of market offer for the company’s products.</li> <li>▪ The forecasts on company’s branch of activity.</li> <li>▪ The forecasts on the evolution of national economy.</li> <li>▪ company’s turnover dynamics.</li> </ul> <p>production dynamics.</p> <ul style="list-style-type: none"> <li>▪ Productivity dynamics.</li> <li>▪ trends analysis.</li> <li>▪ The regression method.</li> <li>▪ The Delphi method.</li> <li>▪ The business plan.</li> </ul> <p>The Gantt chart.</p> <ul style="list-style-type: none"> <li>▪ Staff fluctuation index.</li> <li>▪ The extrapolation of the current human resource number and structure.</li> <li>▪ The retirement index.</li> <li>▪ Investment value per workplace.</li> <li>▪ Investment value for the next period.</li> </ul>
3	Recruiting and selecting human resources	Human resource selection model. <ul style="list-style-type: none"> <li>▪ General knowledge tests.</li> <li>▪ Specific knowledge tests by field, positions etc.</li> <li>▪ skills tests (distributed attention, communication, negotiation Etc.)</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Qualities tests (intelligence, memory, reaction time, also.)</li> <li>▪ Personality tests.</li> <li>▪ Practical exam.</li> <li>▪ projects elaboration.</li> <li>▪ Case study.</li> <li>▪ Writing papers.</li> <li>▪ Interview.</li> <li>▪ Questionnaire.</li> <li>▪ Personnel file.</li> <li>▪ C.V.</li> <li>▪ studies diploma.</li> <li>▪ Recommendations from former managers.</li> </ul>
<b>Sl no.</b>	<b>Activity</b>	<b>Methods, Techniques and Procedures</b>
4.	Integrating employees	<ul style="list-style-type: none"> <li>▪ Individual labor contract.</li> <li>▪ Labor protection seminar.</li> </ul> <p>Orientation discussion between the department managers and the new employee.</p> <ul style="list-style-type: none"> <li>▪ Description of the job assigned.</li> <li>▪ The organization and operation handbook of the organization.</li> <li>▪ The internal regulation of the company.</li> <li>▪ the manager presenting the new employee to the compartment colleagues.</li> <li>▪ Specific work instructions to the job.</li> <li>▪ Methodologies in the new employee's field of activity.</li> <li>▪ celebrating the new employee's special days (birthday, Name day etc.).</li> </ul>
5	Training human resources	<ul style="list-style-type: none"> <li>▪ Individual study.</li> <li>▪ Bachelor's degree.</li> <li>▪ Master's degree.</li> <li>▪ Doctor's degree.</li> <li>▪ Vocational schools.</li> <li>▪ Workplace apprenticeship.</li> <li>▪ Panel.</li> <li>▪ Case study.</li> <li>▪ studying specialty papers.</li> <li>▪ Presentation.</li> <li>▪ demonstration</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Elaboration of specific projects.</li> <li>▪ specialized training.</li> <li>▪ Job rotation.</li> <li>▪ Research project.</li> <li>▪ Managerial simulation.</li> <li>▪ Managerial game.</li> <li>▪ The incidence method.</li> <li>▪ Information seminar.</li> <li>▪ referring to specialty sites.</li> <li>▪ Quality, skill and knowledge tests.</li> <li>▪ continue learning.</li> <li>▪ update training programme.</li> <li>▪ Prequalification programme.</li> <li>▪ Information and documentation visits in other companies.</li> <li>▪ participating to specialty conferences, congresses etc...</li> <li>▪ Delegation.</li> <li>▪ coaching.</li> <li>▪ mentoring.</li> <li>▪ senility training.</li> <li>▪ in “basket” method.</li> </ul>
6	Communicating with human resources	<ul style="list-style-type: none"> <li>▪ Information, coordination, decision, complex meeting etc.</li> <li>▪ E-mail.</li> <li>▪ “four eyes” discussion between manager-subordinate.</li> <li>▪ wrote notice.</li> <li>▪ wrote communication.</li> <li>▪ balanced scorecard.</li> <li>▪ set of instructions on certain activities.</li> </ul>

Sl no.	Activity	Methods, Techniques and Procedures
7	Human resource assessment	<ul style="list-style-type: none"> <li>▪ 3600 assessment.</li> <li>▪ Assessment interview.</li> <li>▪ work productivity.</li> <li>▪ Management by objectives.</li> <li>▪ the diagnostic analysis.</li> <li>▪ Notation.</li> <li>▪ Overall assessment.</li> <li>▪ Functional evaluation.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ The (assessment) case method.</li> <li>▪ Self-assessment test.</li> <li>▪ Assessment test.</li> <li>▪ Graphic scale for classifying human qualities.</li> <li>▪ mixed standard scale of human qualities.</li> <li>▪ The essay method.</li> <li>▪ The critical incidents method.</li> <li>▪ The behaviors checklist method.</li> <li>▪ Human resource assessment centre.</li> </ul>
8	Career development	<ul style="list-style-type: none"> <li>▪ Job analysis.</li> <li>▪ Career plan.</li> <li>▪ mentoring.</li> <li>▪ tutoring.</li> <li>▪ coaching.</li> </ul>
9	Human resource promotion	<ul style="list-style-type: none"> <li>▪ granting gradations and stages within the same job.</li> <li>▪ Incumbency within a participative managerial body.</li> <li>▪ inclusion in a scientific, consulting body etc. dealing With major objectives and/or issues in the company.</li> <li>▪ Job description.</li> <li>▪ List of positions.</li> </ul>
10	Relationships with special stakeholders	<ul style="list-style-type: none"> <li>▪ Inviting stakeholders to visit the organization.</li> <li>▪ stakeholders inclusion in the company's participative managerial body.</li> <li>▪ stakeholders' participation to the celebration of major events in the organization.</li> <li>▪ continuously informing stakeholders on the special events within the organization.</li> <li>▪ sending cards, gifts etc. to stakeholders on the occasion of the main holidays, of certain special personal events for them etc.</li> <li>▪ offering financial incentives to stakeholders (bonuses, Commissions, premiums, discounts etc.) for major contributions in obtaining the economic performances of the organization.</li> <li>▪ Stakeholders' sponsorship by the company.</li> <li>▪ important stakeholders' participation to the company's capital increases.</li> </ul>

Sl.no.	Activity	Methods, Techniques and Procedures
11	Motivating human resources	<ul style="list-style-type: none"> <li>▪ listen and answer technique.</li> <li>▪ Positive verbal feedback.</li> <li>▪ Negative verbal feedback.</li> <li>▪ Job extension.</li> <li>▪ Job enrichment.</li> <li>▪ Salary.</li> <li>▪ Hourly rate.</li> <li>▪ Bonus.</li> <li>▪ Gratification.</li> <li>▪ Profit sharing.</li> </ul>
12	Human resource labor and social protection	<ul style="list-style-type: none"> <li>▪ labor protection training.</li> <li>▪ Labor protection and safety standards.</li> <li>▪ Minimum salary.</li> <li>▪ Salary indexation.</li> <li>▪ Individual labor contract.</li> <li>▪ Unemployment compensation.</li> <li>▪ Collective labor contract.</li> <li>▪ dialog social meetings.</li> <li>▪ Trade union.</li> <li>▪ Enterprise committee.</li> <li>▪ Negotiation.</li> <li>▪ Conciliation.</li> <li>▪ Mediation.</li> <li>▪ Arbitration.</li> <li>▪ (warning, repeated, revolving, surprise, workplace Occupation etc.) strike.</li> </ul>
13	Modeling the organizational culture	<ul style="list-style-type: none"> <li>▪ Organizational culture audit.</li> <li>▪ Organizational transformation.</li> <li>▪ new stories.</li> <li>▪ New myths.</li> <li>▪ new rituals</li> <li>▪ New ceremonies.</li> <li>▪ Case study.</li> <li>▪ Employee role change.</li> <li>▪ Employee status remodeling.</li> <li>▪ Formal organizational norm.</li> </ul>



		<ul style="list-style-type: none"> <li>▪ Organizational norm.</li> <li>▪ The Lundberg model.</li> <li>▪ The Schein model.</li> <li>▪ Leadership.</li> </ul>
14	The efficiency of using human resources	<ul style="list-style-type: none"> <li>▪ (physical, value, conventional unit) work productivity per employee.</li> <li>▪ Salary costs.</li> <li>▪ Staff costs.</li> <li>▪ Average profit per employee.</li> <li>▪ Dividend per share.</li> <li>▪ Company's share value.</li> </ul>

Sl.no.	Activity	Methods, Techniques and Procedures
15.	Organization performance	<ul style="list-style-type: none"> <li>• Organization Performance</li> <li>• Measuring Efficiency</li> <li>• Business efficiency</li> <li>• Performance of</li> <li>• Input out ratio</li> <li>• Identification</li> <li>• Of efficient process</li> <li>• To convert input output</li> <li>• Efficient conversion</li> <li>• Of input to output</li> <li>• Using optional process implementation</li> <li>• To maximize output porters</li> <li>• Total productivity</li> <li>• Maintenance system</li> <li>• Suggest min six loses</li> <li>• Reduction from startup</li> <li>• To stable production</li> <li>• Process defects</li> <li>• Reduced speed</li> <li>• Idling</li> <li>• Setup</li> <li>• Organization efficiency</li> <li>• Organisation structure</li> <li>• Culture community</li> <li>• Productivity profitability</li> <li>• quality</li> <li>• Measuring organization</li> <li>• Efficiency by</li> <li>• strategy</li> <li>• Corporate design</li> <li>• Management and business system building</li> <li>• corp. and empty task</li> <li>• Motivation of staff</li> </ul>

Sl.no.	Activity	Methods, Techniques and Procedures
16.	Knowledge management	<ul style="list-style-type: none"> <li>• Strategic priority management commitment</li> <li>• Alignment of knowledge management goals and practices with organizational business strategies.</li> <li>• Long term goals strategic commitment.</li> <li>• Knowledge</li> <li>• Assess the competitors and suppliers.</li> <li>• Strategic and knowledge assets and identify gaps with own.</li> <li>• Assemble the new knowledge</li> <li>• Link km to value creation.</li> <li>• Economic returns.</li> <li>• Presentation deliverable.</li> <li>• Contribution of its knowledge repository to closing sales.</li> <li>• Senior management support.</li> <li>• organizational knowledge.</li> <li>• How and where knowledge is developed in the company.</li> <li>• Definition and mapping organization knowledge.</li> <li>• Acquiring, retaining building and retaining those assets.</li> <li>• Managing Knowledge management, Capturing, combining, connection, repeating</li> </ul>

## Chapter 5

### Research Methodology

Research methodology consists of research and sample design, sources of data, selection of data, various designs and techniques, activities, methods and procedure used for analyzing the data. Vital objective of the present research is to study the extent of implementation of defined HR method, procedure organizational performance, Knowledge management, Intellectual capital, human capital, and their integration. The systematic method used for the present study is as under:

**5.1 Research Design:** The objective of research design is to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management. With respect to this regard the activities are listed below

#### 5.2 Proposed Activities:

1. Determining the requirements for human resources.
2. Forecasting the requirements for human resources.
3. Recruiting and selecting human resources
4. Integrating employees.
5. Training human resources.
6. Communicating with human resources.
7. Human resource assessment.
8. Career development.
9. Human resource promotion.
10. Relationships with special stakeholders.
11. Motivating human resources.
12. Human resource labor and social protection.
13. Modeling the organizational culture.

14. The efficiency of using human resources.
15. Organization performance
16. Knowledge Management

### **5.3 Proposed Evaluation:**

Human resource Evaluation (HRE)

### **5.4 Sample Design:** The sample selection used for convenience random sampling.

These are the following ways for the study:

- Sample Size: This is 20
- Sampling Unit: The study includes executives, managers, operators, clerks etc.
- Sample Area: The sample used in hand is of Industrial type.

### **5.5 Methods of data collection**

First the primary data was collected. The method or sources of collecting the data is as follows:

Sources of Primary Data: The data was collected directly from target respondents through structured questionnaire pertaining to (present research defined techniques, activities, methods and procedure) for Human Resource Evaluation.

### **5.6 Tools for analysis of data**

The normal statistical tools such as percentages, Mode were used for analyzing the data which helps in arriving at sound Conclusions.

### **5.7 Research Technique Applied**

Likert Five-Point scale was used to analyze the results. The percentage response for each category was calculated and the various weights assigned to different opinions as per Likert Five Point scale i.e.

Strongly agree =5, Agree= 4, Neutral = 3, Disagree = 2, Strongly disagree = 1.

Mode Calculation: Mode is the most repeated value in a distribution. It is possible to find the mode for categorical and ordinal variables.

Ordinal Variable: An ordinal qualitative variable represents non-numerical forms, in which there is an order.

Mode is calculated for the Likert Five-Point scale (1-5) for various techniques for the mentioned Activity, the most repeated acceptance or value is for (Strongly agree =5).

## **5.8 Steps involved in Statistical analysis of Human Resource Evaluation for proposed activities**

Statistical tools such as percentages, Mode test were used for analyzing the data which helps in arriving at sound Conclusions.

Calculation of Mode and % of Response (Strongly agree=5) for various Activities and Techniques Mentioned in Table 6.1.1 are as follows. For the first activity it is as follows

**Activity 1/Questioner.** Do you agree with the mentioned technique of determining the requirements for human resources?

Techniques 1. ▪ Jobs analysis

**% of strongly agreed Response is calculated as follows**

Total number of response in favour of strongly agreed is {(Likert Five Point (scale strongly agree =5))} =14

$$\text{\% of strongly agreed} = \frac{14}{20} \times 100 = 70\%$$

Mode is calculated for the Likert Five-Point scale (1-5) for various Techniques for the mentioned Activity, the most repeated acceptance or value is for (Strongly agree =5).

For first activity members have responded repeatedly in favour of (5-rating for strongly agree members). So the mode is 5, which is mentioned in the Mode Column in table: 6.1.1. similarly for all other activities mode calculation is done and shown in the table

## **5.9 Questioner es framed for survey of HRM**

Questions framed for survey of HRM are as follows.

1. Do you agree with the mentioned technique of Determining the requirements for human resources?
2. Do you agree with the mentioned technique of Forecasting the requirements for human resources?
3. Do you agree with the mentioned technique of Recruiting and selecting Human resources?
4. Do you agree with the mentioned technique of Integrating Employees?
5. Do you agree with the mentioned technique of Training human resources?
6. Do you agree with the mentioned technique of Communicating with human resources?
7. Do you agree with the mentioned technique of Human resource assessment?
8. Do you agree with the mentioned technique of Career development?
9. Do you agree with the mentioned technique of Human resource promotion?
10. Do you agree with the mentioned technique of Relationships with special stakeholders?
11. Do you agree with the mentioned technique of Motivating human resources?
12. Do you agree with the mentioned technique of Human resource labor and social protection?
13. Do you agree with the mentioned technique of Modeling the organizational culture?
14. Do you agree with the mentioned technique of The efficiency of using human resources?
15. Do you agree with the mentioned technique of Organization performance?
16. Do you agree with the mentioned technique of Knowledge Management?

## Chapter 6

### Experimental Details

#### 6.1 Survey, data analysis, ratings of Human Resource Evaluation for proposed activities

Table 6.1.1: Survey, data analysis, ratings of Human Resource Evaluation for proposed activities

Sl. No.	Activity/ Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
1	Do you agree with the mentioned technique of Determining The requirements for human resources?	▪ jobs analysis	14	2	2	1	1	5	70
		▪ workday tasks analysis	17	02	01	0	0	5	85
		▪ instantaneous observation	18	01	1	0	0	5	90
		▪ time recording	14	2	2	1	1	5	70
		▪ workday shooting	16	2	2	0	0	5	80
		▪ standard administrative times	15	02	03	0	0	5	75
		▪ work standards determination	16	01	01	01	01	5	80
		▪ the scenario	3	2	1	4	10	1	15
		▪	17	1	1	1	0	5	85



		extrapolation							
		▪ the correlation coefficient	13	1	1	2	3	5	65
2	Do you agree with the mentioned technique of Forecasting the requirements for human resources?	▪ the dynamics of the size and structure of market demand for the company's products	15	2	2	1	0	5	75
		Company's performance	16	1	1	1	1	5	80
		▪ the forecasts on company's branch of activity	17	1	1	1	0	5	85
		▪ the forecasts on the evolution of national economy	18	01	1	0	0	5	90
		▪ the dynamics of the company's turnover	16	2	2	0	0	5	80
		▪ the dynamics of the production	15	1	1	3	0	5	75
		▪ productivity dynamics	13	2	2	0	3	5	65
		▪ trends analysis	15	01	1	2	1	5	75

		▪ the regression method	17	1	2	0	0	5	85
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Sl. No.	Activity/Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
3	Do you agree with the mentioned technique of Recruiting and selecting Human resources?	▪ human resource selection model	17	3	0	0	0	5	85
		▪ general knowledge tests	17	1	2	0	0	5	85
		▪ Specific knowledge tests by field, positions etc.	14	1	1	2	2	5	70
		▪ Skills tests (distributed attention, communication, negotiation etc.)	14	2	2	1	1	5	70
		▪ Qualities tests (intelligence, memory, reaction time, also.)	16	2	2	0	0	5	80
		▪ personality tests	15	1	1	3	0	5	75
		▪ practical exam	14	2	2	1	1	5	70
		▪ projects elaboration	16	01	01	01	01	5	80
		▪ case study	15	01	01	01	02	5	75
▪ writing papers	16	2	2	0	0	5	80		

		▪ interview	16	02	01	1	0	5	80
4	Do you agree with the mentioned technique of Integrating Employees?	▪ individual labor contract	15	1	1	1	2	5	75
		▪ labor protection seminar	14	2	2	1	1	5	70
		orientation discussion between the department manager and the new employee	16	2	2	0	0	5	80
		▪ description of the job assigned	16	01	01	01	01	5	80
		▪ the organization and operation handbook of the organization	5	2	1	0	12	1	25
		▪ the internal regulation of the company	3	2	1	4	10	1	15
		▪ new employee presentating by manager	16	3	1	0	0	5	80
		▪ specific work instructions to the job	16	2	2	0	0	5	80

Sl. No..	Activity/ Questioner	Methods, Techniques and Procedures	5-rating for	4-rating for	3-rating for	2-rating for Disagre	1-rating for Strongly	Mode	% Strongly agree
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			Strongly agree members	Agree members	Neutral members	Disagree members	Strongly disagree members		
5	Do you agree with the mentioned technique of Training Human Resource?	▪ individual study	18	1	1	0	0	5	90
		▪ bachelor's degree	17	01	01	01	00	5	85
		▪ master's degree	16	02	01	01	00	5	80
		▪ doctor's degree	16	1	1	1	1	5	80
		▪ vocational schools	18	2	0	0	0	5	90
		▪ workplace apprenticeship	16	2	2	0	0	5	80
		▪ panel	17	1	2	0	0	5	85
		▪ case study	15	1	1	1	2	5	75
		▪ studying specialty papers	14	2	2	1	1	5	70
		▪ presentation	14	1	1	1	3	5	70
		▪ demonstration	14	1	1	2	2	5	70
		▪ elaboration of specific projects	15	1	3	1	0	5	75
		▪ specialized training	16	3	1	0	0	5	80
		▪ job rotation	15	1	1	1	2	5	75
		▪ research project	14	2	2	1	1	5	70
		▪ managerial simulation	15	1	1	1	2	5	75
		▪ managerial game	14	2	1	1	2	5	70
		▪ the incidence method	3	2	1	4	10	1	15
		▪ information seminar	3	2	0	5	10	1	15
		▪ referring to specialty sites	14	1	1	2	2	5	70
▪ quality, skill and knowledge tests	16	01	01	1	01	5	80		
▪ continue learning	17	2	0	0	1	5	85		
▪ update training programme	14	2	2	1	1	5	70		

	▪ Prequalification programme	5	2	1	0	12	1	25
	▪ information and documentation visits in other companies	15	1	2	1	2	5	75
	▪ participating to specialty conferences, congresses etc.	14	1	1	2	2	5	70
	▪ delegation	3	2	2	4	09	1	15
	▪ coaching	14	2	3	1	0	5	70
	▪ mentoring	15	1	3	1	0	5	75
	▪ senility training	14	2	2	1	1	5	70
	▪ in “basket” method	3	2	1	4	10	1	15

Sl. No.	Activity/ Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
6	Do you agree with the mentioned technique of Communicating with human resources?	▪ information, coordination, decision, complex meeting etc.	14	1	1	2	2	5	70
		▪ e-mail	18	1	1	0	0	5	90
		▪ “four eyes” discussion between manager-subordinate	15	1	1	1	2	5	75
		▪ written notice	14	2	2	2	0	5	70
		▪ written communication	14	2	2	1	1	5	70

	▪ balanced scorecard	3	2	1	4	10	1	15
	▪ set of instructions on certain activities	17	2	0	0	1	5	85

Sl. No.	Activity/Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
7	Do you agree with the mentioned technique of Human resource Assessment?	▪ 3600 assessment	3	2	1	4	10	1	15
		▪ assessment interview	16	01	01	01	01	5	80
		▪ work productivity	14	1	1	4	0	5	70
		▪ management by objectives	14	2	2	2	0	5	70
		▪ the diagnostic analysis	1	1	1	3	14	1	75
		▪ notation	3	2	0	5	10	1	15
		▪ overall assessment	17	2	0	1	0	5	85
		▪ functional evaluation	16	3	0	1	0	5	80
		▪ the (assessment) case method	3	2	2	3	10	1	15
		▪ self-assessment test	14	1	1	3	1	5	70
	▪ assessment test	14	1	1	3	1	5	70	

		▪ graphic scale for classifying human qualities	14	1	1	4	0	5	70	
8	Do you agree with necessity of mentioned techniques of Career Development ?	▪ mixed standard scale of human qualities	14	1	1	3	1	5	70	
		▪ the essay method	4	1	2	3	10	5	20	
		▪ the critical incidents method	3	2	1	4	10	1	15	
		▪ the behaviors checklist method	15	1	1	3	0	5	75	
		▪ human resource assessment centre	16	01	01	02	00	5	80	
		▪ job analysis	15	1	1	3	0	5	75	
		▪ career plan	15	1	1	1	2	5	75	
		▪ mentoring	14	3	2	1	0	5	70	
		▪ tutoring	4	1	2	4	09	1	20	
		▪ coaching	14	1	1	2	2	5	70	

Sl. No.	Activity/ Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
9	Do you agree with	▪ promotion in same job	16	01	01	01	01	5	80

	necessity of mentioned techniques for Human resource Promotion?	▪ incumbency within a manager area	17	02	01	00	00	5	85
		scientific, consulting body etc. dealing	15	1	2	1	1	5	75
		major objectives and/or issues in the company	4	1	3	3	09	1	20
		▪ job description	14	3	2	0	1	5	70
		▪ list of positions	16	01	01	02	00	5	80
		▪ Appraisal in the same job	14	1	1	3	1	5	70
		▪ incumbency within a participative managerial body	4	1	3	4	08	1	20
10	Do you agree with necessity of mentioned techniques of Relationships with special stakeholders?	▪ inviting stakeholders to visit the organization	14	1	1	4	0	5	70
		managerial body	14	2	2	1	1	5	70
		▪ stakeholders' participation to the celebration of major organization	14	3	2	1	0	5	70



		events							
		▪ Invitation to stalk holders within the organization	14	3	2	1	0	5	70

Sl. No.	Activity/Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
11	Do you agree with necessity of mentioned techniques of Motivating Human resources?	▪ listen and answer technique	4	1	3	5	07	5	20
		▪ positive verbal feedback	14	1	1	3	1	5	70
		▪ negative verbal feedback	0	0	1	1	18	1	0
		▪ job extension	16	01	01	02	00	5	80
		▪ job enrichment	16	01	01	01	01	5	80
		▪ salary	14	1	0	5	0	5	70
		▪ hourly rate	15	1	2	2	0	5	75
		▪ bonus	14	3	2	0	1	5	70
12	Do you agree with necessity of mentioned techniques of Human resource labor and	▪ labor protection training	14	1	2	3	0	5	70
		▪ labor protection and safety standards	15	1	2	2	0	5	75
		▪ minimum salary	15	1	2	1	1	5	75

social protection?	▪ salary indexation	14	1	0	4	1	5	70
	▪ individual labor contract	14	3	2	1	0	5	70
	▪ unemployment compensation	16	01	02	01	00	5	80
	▪ collective labor contract	16	01	01	02	00	5	80
	▪ dialog social meetings	17	2	1	0	0	5	85
	▪ trade union	14	3	2	0	1	5	70
	▪ enterprise committee	16	01	01	02	00	5	80
	▪ negotiation	10	2	2	5	1	5	50

Sl. No.	Activity/Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
13	Do you agree with necessity of mentioned techniques of Modeling the organizational culture?	▪ organizational culture audit	16	01	01	01	01	5	80
		▪ organizational transformation	14	1	1	4	0	5	70
		▪ new stories	0	0	1	2	17	1	0
		▪ new myths	0	0	1	1	18	1	0
		▪ new rituals	0	0	2	1	17	1	0
		▪ new ceremonies	16	01	01	02	00	5	80
		▪ case study	14	2	1	2	1	5	70
		▪ employee role change	14	1	1	2	2	5	70
		▪ employee status remodeling	15	1	2	1	1	5	75
▪ formal organizational norm	14	3	1	1	1	5	70		
Sl. No.	Activity/Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
14	Do you agree with necessity of mentioned techniques of The efficiency of using human	▪ average profit per employee	14	3	1	1	1	5	70
		▪ dividend per share	18	2	0	0	0	5	90
		▪ company's share value	16	1	1	1	1	5	80

	resources?	▪work productivity per employee	14	2	2	2	0	5	70
		▪ salary costs	14	1	1	2	2	5	70
		▪ staff costs	14	3	1	1	1	5	70

## 6.2 Survey done for concerned members of company

**Table 6.2.1 Survey done for concerned members of company**

User	Survey done for Total members	Responded Members	Percentage or Response Overall
Technicians, Managers, Clerks	20	20	100%

## 6.3 Survey, data analysis, ratings of Organization performance Evaluation for proposed activities

**Table 6.3.1: Survey, data analysis, ratings of Organization performance Evaluation for proposed activities**

Sl. No.	Activity/ Questioner	Methods, Techniques and Procedures	5- rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mod e	% Str ong ly agr ee
15	Do you agree with necessity of mentioned techniques of Modeling the organizational	Organization Performance	05	00	00	00	00	05	100
		Measuring Efficiency	04	01	00	00	00	05	80
		Business	04	01	00	00	00	05	80

performance?	efficiency							
	Performance of Input out ratio	05	00	00	00	00	05	100
	Identification Of efficient process To convert input output	04	00	00	00	00	05	80
	Efficient conversion Of input to output	04	01	00	00	00	05	80
	Using optional process implementation	03	01	01	00	00	05	60
	To maximize output porters Total productivity Maintenance system	03	01	01	00	00	05	60
	Suggest min six loses	03	01	01	00	00	05	60
	Reduced yield from startup	03	02	00	00	00	05	60
	To stable production	03	02	00	00	00	05	60

	Process defects	03	02	00	00	00	05	60
	Reduced speed	03	02	00	00	00	05	60
	Idling and minor stoppages	04	01	00	00	00	05	80
	Setup and adjustment	03	02	00	00	00		60
	Organization efficiency	04	01	00	00	00	05	80
	Organization structure Culture community	04	01	00	00	00	05	80
	Productivity profitability quality	03	02	00	00	00	05	80
	Measuring organization Efficiency by	04	01	00	00	00	05	80
	Organization strategy	03	02	00	00	00	05	60
	Corporate structure design	04	01	00	00	00	05	80
	Management and business system building	05	00	00	00	00	05	100
	Development of corp. and empty task	04	01	00	00	00	05	80
	Motivation of staff	05	00	00	00	00	05	100

**Table 6.3.2: Survey, data analysis, ratings of Organization performance for proposed activities**

Sl. No.	Activity/ Questioner	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
15	Do you agree with necessity of mentioned techniques of Modeling the Organization performance?	EFFIECTIVENESS	05	00	00	00	00	05	100
		Effect has relation on Output outcome impact	04	01	00	00	00	05	80
		impact. sales quality, creation of value added, , innovation and cost reduction.	04	01	00	00	00	05	80
		The effectiveness of the organization can be checked by Total effectiveness(productivity, quality, deliverable, safety social responsibility	04	01	00	00	00	05	80
		Total effectiveness(productivity)	03	02	00	00	00	05	60
		Total effectiveness(quality)	04	01	00	00	00	05	80
		Total effectiveness(deliverable)	03	01	01	00	00	05	60
		Total effectiveness(safety social responsibility)	03	02	00	00	00	05	60
		Total maintenance system (maintenance, prevention system, maintainability improvement)	04	01	00	00	00	05	80
		Total maintenance system (maintenance)	04	01	00	00	00	05	80
		Total maintenance system(prevention system)	04	01	00	00	00	05	80

	Total maintenance system (maintainability improvement)	04	01	00	00	00	05	80
	Total participation of employee	04	01	00	00	00	05	80

**Table 6.3.3: Survey, data analysis, ratings of Organization performance for proposed activities**

Sl. No.	Activity/ <b>Questioner</b>	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
16	Do you agree with necessity of mentioned techniques of Modeling the Knowledge management?	Knowledge management	05	00	00	00	00	05	100
		Strategic priority management commitment	04	01	00	00	00	05	80
		Alignment of knowledge management goals and practices with organizational business strategies	03	01	00	01	00	05	60
		Long term goals strategic commitment	02	02	01	00	00	05	40
		Knowledge and its roles in business and industries	03	02	00	00	00	05	60
		Assess the competitors and suppliers	04	01	00	00	00	05	80
		Strategic and knowledge assets	03	02	00	00	00	05	60
		the new knowledge Assemble and portfolio in and intellectual capital to annual report	05	00	00	00	00	05	100



	Link km to value creation	02	03	00	00	00	04	80
	Economic returns by measuring the knowledge reused in the form of proposals	03	02	00	00	00	05	60
	Presentation deliverable.	03	02	00	00	00	05	60
	Contribution of its knowledge storage to closing sales.	03	02	00	00	00	05	60
	Senior management support	03	02	00	00	00	05	60
	Define and understand organizational knowledge	03	02	00	00	00	05	60
	How and where knowledge is developed in the company.	03	01	00	00	00	05	60
	Definition and mapping organization knowledge	03	02	00	00	0	05	60
	Acquiring, retaining building and retaining those assets	02	03	00	0	00	04	60
	Managing Knowledge management. Capturing, combining, connection, repeating	03	01	01	00	00	05	60

## 6.4 Reliability Analysis of Surveyed Items

Regression analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge to what extent the survey were successful in defining questions that measure a person's opinion. Regression is carried out for the Liker's five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

## 6.5 Requirement of Reliability Analysis of Surveyed Items

[58] **Joseph A. Gliem Rosemary R. Gliem** stated that Reliability analysis allows studying properties of measurement scales and the items that compose the scales. The Reliability Analysis process calculates a number of commonly used scale reliability measuring technique and also relates about the relationships between individual items in the scale. Intra class correlation coefficients can be used to compute inter-rater reliability estimates.

Example. Is it possible of my questionnaire measure customer satisfaction in a useful way? Using reliability analysis, we can find to what extent the items in our questionnaire are related to each other, we can get an overall index of the repeatability or internal consistency of the scale as a whole, and we can identify problem items that should be excluded from the scale. Statistics. Descriptive for each variable and for the scale, summary statistics across items, inter-item correlations and covariances, reliability estimates, ANOVA table, infraclass correlation coefficients.

Models. The models of reliability are available:

- Alpha (Cranach). This model is

**Cronbach's alpha (Cronbach, 1951)** said that it is a reliability measurement. More specifically, alpha is a lower bound for the true reliability of the survey. Mathematically,

reliability is defined as the proportion of the variability in the responses to the survey that is the result of differences in the respondents. That is, answers to a reliable survey will not differ because respondents have different opinions, not because the survey is confusing nor has multiple interpretations. The computation of Cronbach's alpha is based on the number of items on the survey ( $k$ ) and the ratio of the average inter-item covariance to the average item variance.

$$\alpha = \frac{k(\text{cov}/\text{var})}{1 + (k-1)(\text{cov}/\text{var})}$$

Under the assumption that the item variances are all equal, this ratio simplifies to the average inter-item correlation, and the result is known as the Standardized item alpha (or Spearman-Brown stepped-up reliability coefficient).

$$\alpha = \frac{kr}{1 + (k-1)r}$$

The value of Cronbach's alpha is reported in the Reliability Statistics table.

Notice that the Standardized item alpha is computed only if inter-item statistics are specified. And remember, the coefficient of 0.898 reported for these items is an estimate of the true alpha, which in turn is a lower bound for the true reliability. For comparison, several other reliability measures are available.

The item-analysis output from SPSS for the multi-item scale of various activities of HRM, organizational performance and knowledge management. A description of related terms is as follows:

1. Statistics for Scale—summary statistics for the items comprising the scale.
2. Item means—summary statistics for the individual item means.
3. Item Variances—summary statistics for the individual item variances.
4. Inter-Item Correlations—This is descriptive information about the correlation of each item with the sum of all remaining items. In the example, there are 10 correlations computed: the correlation between the first item and the sum of the other seven items, the correlation between the second item and the sum of the other ten items, and so forth. The mean of the inter-item correlations (.3824) is the  $r$  in the  $\alpha = \frac{kr}{1 + (k-1)r}$  formula where  $k$  is the

number of items considered. 5. Item-total Statistics—This is the section where one needs to direct primary attention. The items in this section are as follows:

a. Scale Mean if Item Deleted—Excluding the individual item listed, all other scale items are summed for all individuals and the mean of the Summated items is given

b. Scale Variance if Item Deleted—excluding the individual item listed, all other scale items are summed for all individuals and the variance of the unmated items is given. In

c. Corrected Item-Total Correlation—this is the correlation of the item designated with the summated score for all other items. A rule-of-thumb is that these values should be at least.

d. Squared Multiple Correlation—this is the predicted Multiple Correlation Coefficient squared obtained by regressing the identified individual item on all the remaining items.

e. Alpha if Item deleted—This is probably the most important column in the table. This states the scale's Cronbach's alpha reliability coefficient for internal consistency if the individual item is removed from the scale. In Table the scale's Cronbach's alpha would be .7988 if item 2 were removed for the scale. This value is then compared to the Alpha coefficient value at the bottom of the table to see if one wants to delete the item. As one might have noted, the present scale has only 8 items where the original scale had 10 items. Using the above information, removing items 1 and 2 resulted in an increase in Cronbach's alpha from .7708 to .8240.

f. Alpha—the Cronbach's alpha coefficient of internal consistency. This is the most

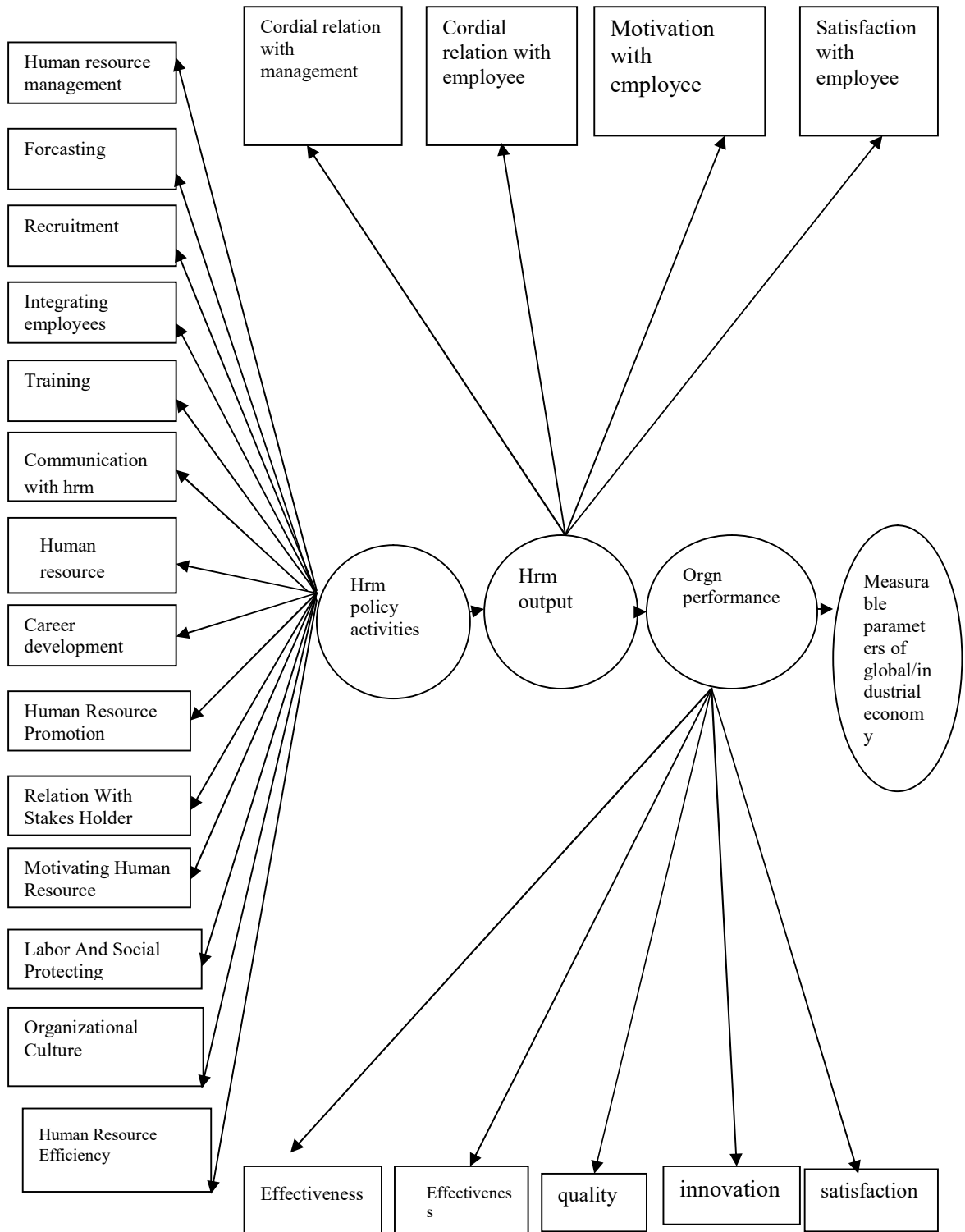
frequently used Cronbach's alpha coefficient. g. Standardized Item Alpha—The Cronbach's alpha coefficient of internal consistency when all scale items have been standardized. This coefficient is used only when the individual scale items are not scaled the same. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Based upon the formula  $\alpha = \frac{rk}{[1 + (k - 1) r]}$  where k is the number of items considered and r is the mean of the inter-item correlations the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations. George and Mallery (2003) provide the following rules of thumb: “ $\alpha > .9$  – Excellent,  $\alpha > .8$  – Good,  $\alpha > .7$  – Acceptable,  $\alpha > .6$  – Questionable,  $\alpha > .5$  – Poor, and  $\alpha < .5$  – Unacceptable” (p. 231). While increasing the value of alpha is partially dependent upon the

number of items in the scale, it should be noted that this has diminishing returns. It should also be noted that an alpha of .8 is probably a reasonable goal. It should also be noted that while a high value for Cronbach's alpha indicates good internal consistency of the items in the scale, it does not mean that the scale is one-dimensional.

## **6.6 Models of human resource management, Organization performance, Knowledge management, Intellectual Capital in the organizational and industrial global economy**

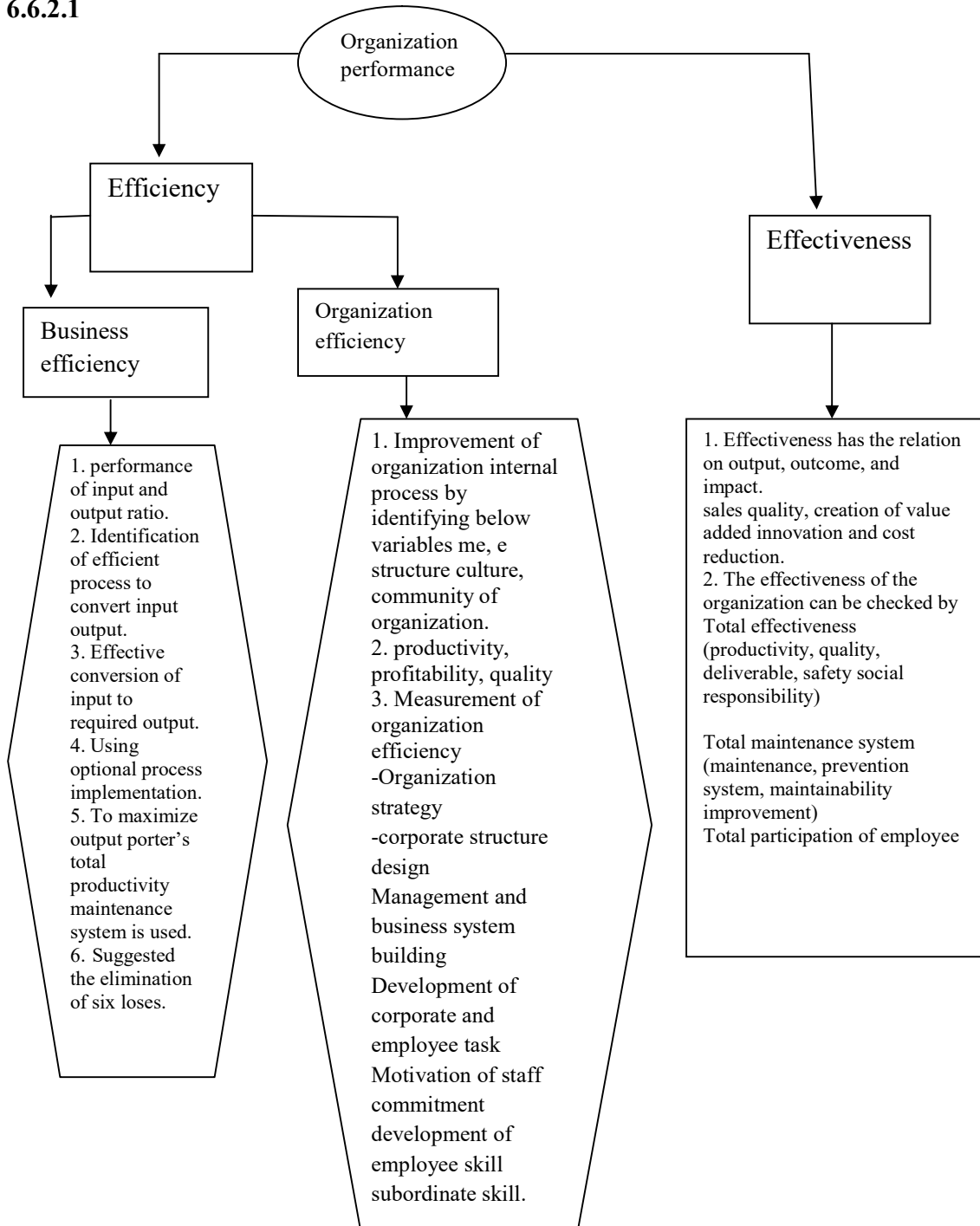
Individual models are defined for Organization performance, Knowledge management, Intellectual Capital.

**6.6.1 A proposed model of human resource management in the organizational and industrial global economy is shown below Fig 6.6.1.1**



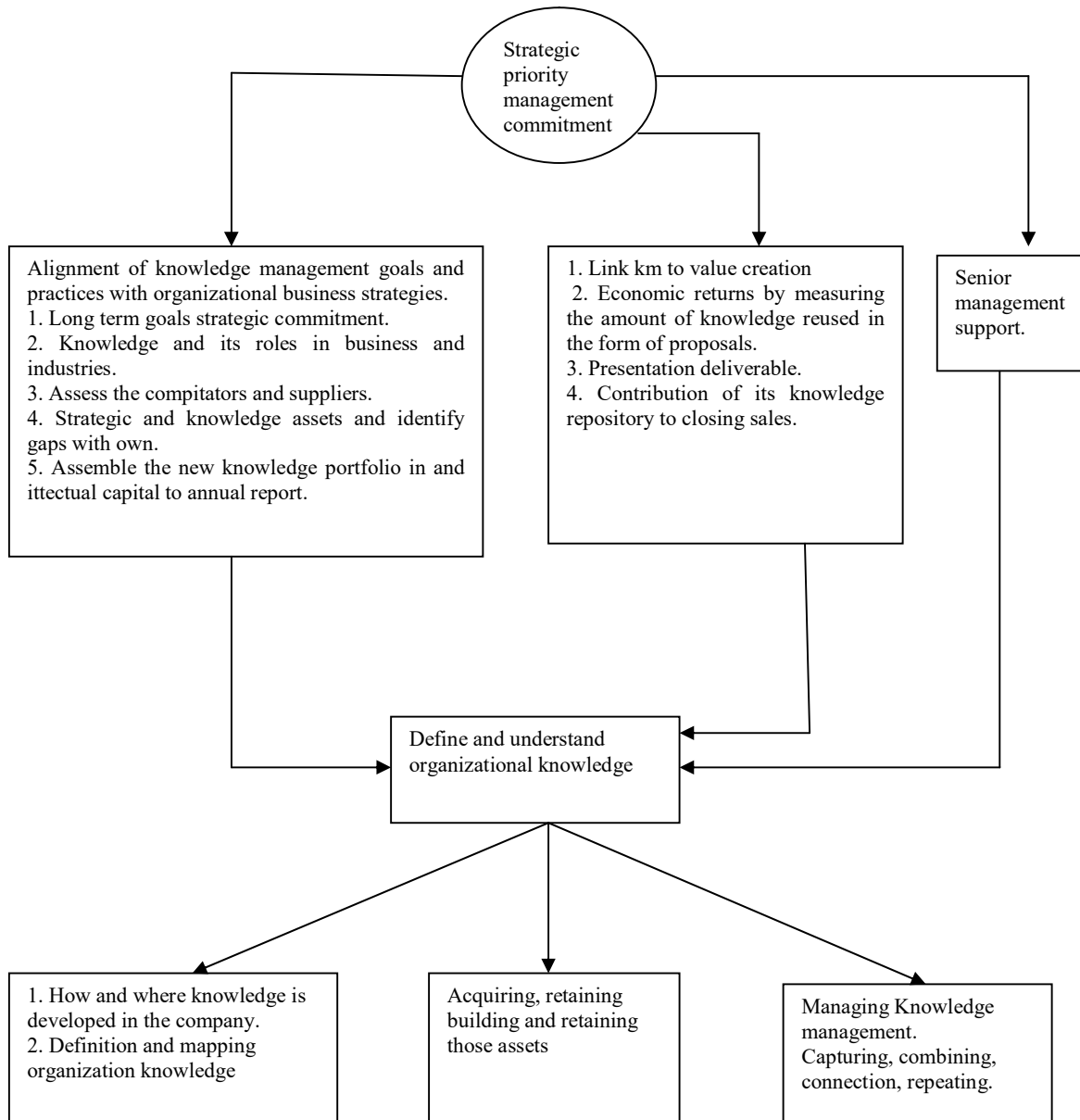
**6.6.2 A proposed model of Organization performance in the organizational and industrial global economy is shown below.**

**Fig. 6.6.2.1**



### 6.6.3 A proposed model of Knowledge management in organizational and industrial global economy is shown below

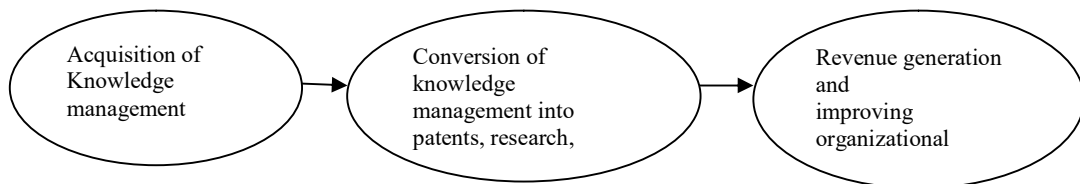
Fig. 6.6.3.1





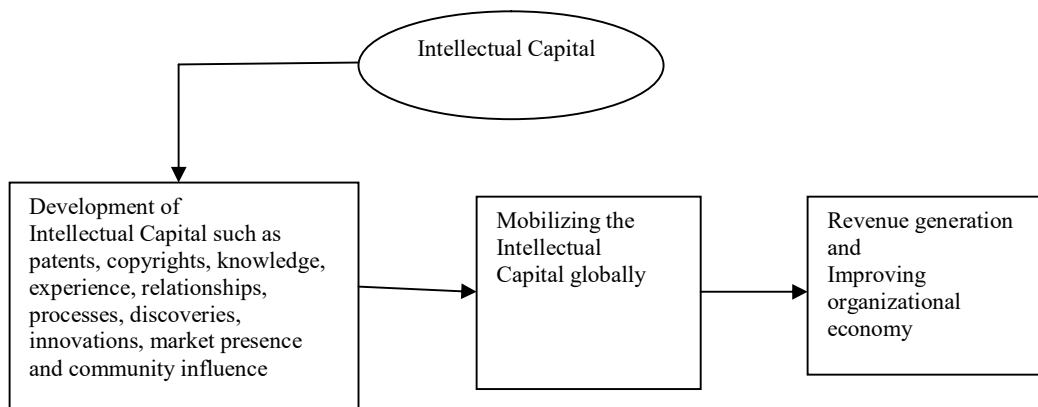
**6.6.4 Another proposed model of Knowledge management in the organizational and industrial global economy is shown below**

**Fig. 6.6.4.1**



**6.6.5 A proposed model of Intellectual Capital shows how it can be utilized by organization in the improvement of organizational and industrial economy.**

**Fig.6.6.5.1**

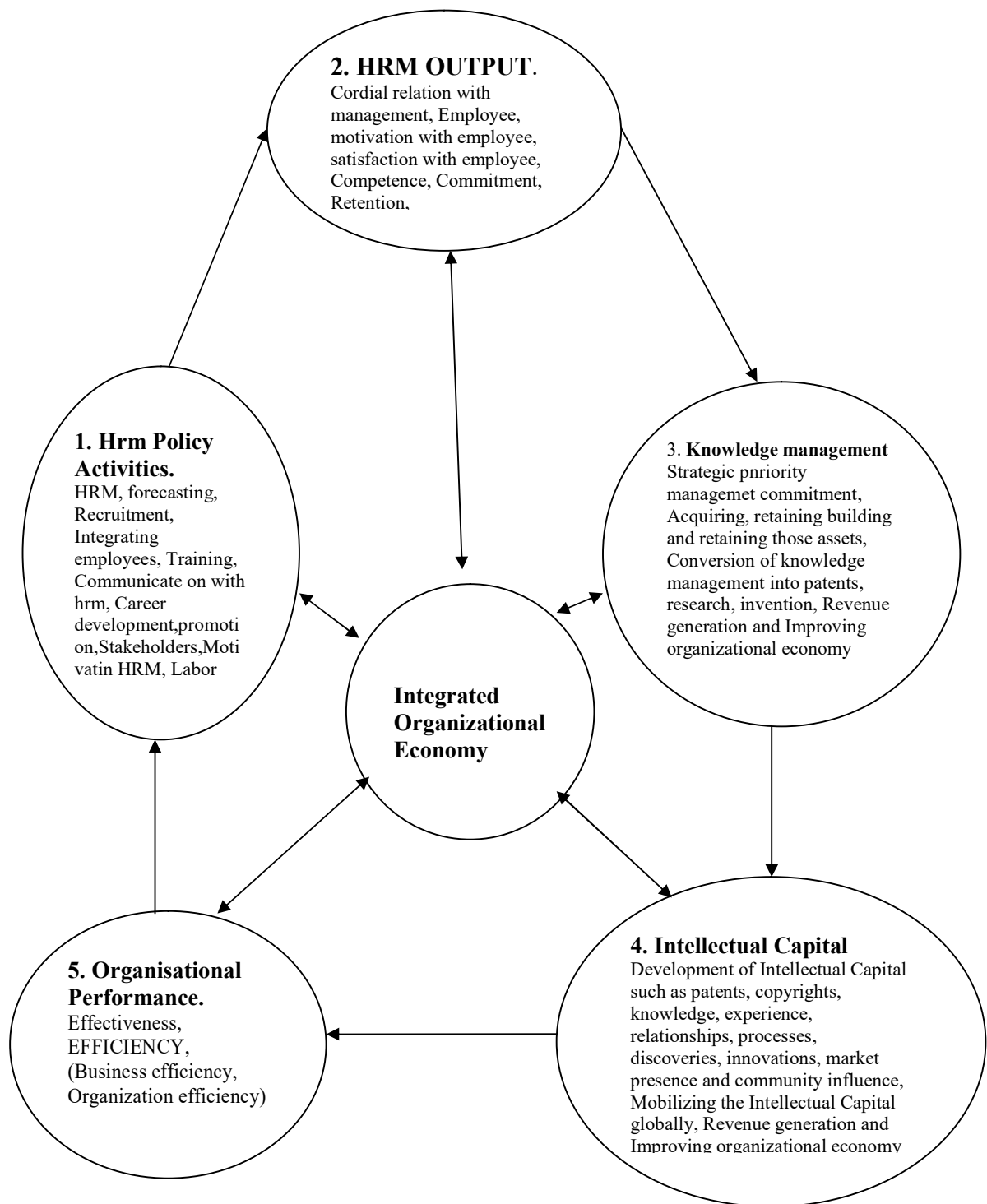


### **6.6.6 Another proposed integrated model of Human resources management, Knowledge management, and Intellectual capital for organizational and industrial global economy.**

All above models of HRM are integrated and shown below. In this models Integrated Organizational economy is being interrelated to HRM policy activities, HRM output, KM, IC, Organizational performance etc.

**As per Guest [30] model** states on set of integrated HRM practices will leads to superior individual and organizational performance. It shows significant difference of HRM from PM.

**Fig.6.6.6.1**



## Chapter 7

### Data Analysis of HRM policy activities/technique/ method

**7.1 Human resources management:** This is the first activity of Human Resource Evaluation of HRM. The questioner is being frame stating that “Do you agree with the mentioned technique of determining The requirements for human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows  
Jobs analysis.

1. Workday tasks analysis.
2. Instantaneous observation.
3. Time recording.
4. Workday shooting.
5. Standard administrative times.
6. work standards determination.
7. The scenario.
8. Extrapolation.
9. The correlation coefficient.
10. Physical and/or value work productivity.

To attain the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation (HRE) of each and every activities of Human Resource Management (HRM) which leads to basement of analysis and checking of organizational and economical performance the first hypothesis is formulated that is **Hypothesis: 1**

**H01: The significant relationship of adapting HRE technique on first activity of HRM is, Determining the requirements for human resources has to be checked.**

**7.1.1 Survey results:** For first activity Human resources management is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various response are in favour for Strongly agree for the defined Techniques, method procedures with respect to first Activity and the mode of weight assignment(1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (65-90%) which is acceptable.

**7.1.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge to what level the survey were successful in managing questions that measure a person's opinion. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.1.3 Regression Results: Reliability** Statistics for Determining the requirements for human resources (DRHR) Cranach's Alpha = 0.799, Cronbach's Alpha Based On Standardized Items =0.845, N of Items = 10. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 10 items, the average Cronbach's Alpha of the remaining 9 items does not have large variation. Cronbach's Alpha is near to 0.799 and 0.845 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 10 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.1.4 Conclusion:** For the first activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their

requirement, situation and type of organization for their organizational and economical growth.

**7.2 Forecasting the requirements for human resources:** This is the second activity of Human Resource Evaluation of HRM. The questioner is being frame stating that “Do you agree with the mentioned technique of forecasting the requirements for human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

Jobs analysis.

1. ▪ the dynamics of the size and structure of market offer for
2. the company’s products.
3. ▪ The forecasts on company’s branch of activity.
4. ▪ The forecasts on the evolution of national economy.
5. ▪ The dynamics of the company’s turnover.
6. ▪ The dynamics of the production.
7. ▪ Productivity dynamics.
8. ▪ trends analysis.
9. ▪ The regression method.
10. ▪ The Delphi method.
11. ▪ The business plan.
12. The Gantt chart.
13. ▪ Staff fluctuation index.
14. ▪ The extrapolation of the current human resource number
15. and structure.
16. ▪ The retirement index.
17. ▪ Investment value per workplace.

To obtain the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM)

which leads to basement of analysis and checking of organizational and economical performance the second hypothesis is formulated that is **Hypothesis: 2**

**H02: The significant relationship of adapting HRE technique on second activity of HRM is, Forecasting the requirements for human resources has to be checked.**

**7.2.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Activity: 2 Forecasting human resources requirements is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various response are in favor for Strongly agree for the defined Techniques, method procedures with respect to Second Activity and the mode of weight assignment(1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (75-90%) which is acceptable.

**7.2.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.2.3 Regression Results :** Reliability Statistics for second activity I,e Forecasting the requirements for human resources, Cronbach's Alpha = 0.605, Cronbach's Alpha Based On Standardized Items = 0.718, N of Items = 17. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 17 items, the average Cronbach's Alpha of the remaining 16 items does not have large variation. Cronbach's Alpha is near to 0.605 and 0.718 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 17 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.2.4 Conclusion:** For the second activity, based on the literature, Survey results ,regression analysis and regression results, all the techniques , methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.3 Recruiting and selecting:** This is the third activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Recruiting and selecting”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. ▪ General knowledge tests.
2. ▪ Specific knowledge tests by field, positions etc.
3. ▪ skills tests (distributed attention, communication, negotiation Etc.)
4. ▪ Qualities tests (intelligence, memory, reaction time, also.)
5. ▪ Personality tests.
6. ▪ Practical exam.
7. ▪ projects elaboration.
8. ▪ Case study.
9. ▪ Writing papers.
10. ▪ Interview.
11. ▪ Questionnaire.
12. ▪ Personnel file.
13. ▪ C.V.

In order to get the Research work objectives, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation (HRE) of each and every activities of Human Resource Management (HRM) which leads to basement of analysis and checking of organizational and economical performance the third hypothesis is formulated that is **Hypothesis: 3**

H03: The significant relationship of adapting HRE technique on third activity of HRM is



, Recruiting and selecting, has to be checked.

**7.3.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Activity: 3 Recruiting and selecting for human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Third Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (75-85%) which is acceptable.

**7.3.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps in successful survey. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.3.3 Regression Results:** Reliability Statistics for third activity I, e Recruiting and selecting for human resources, Cronbach's Alpha = 0 .637, Cronbach's Alpha Based On Standardized Items = 0 .606, N of Items = 14. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 14 items, the average Cronbach's Alpha of the remaining 13 items does not have large variation. Cronbach's Alpha is near to 0.637 and 0.606 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 13 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.3.4 Conclusion:** For the third activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their

requirement, situation and type of organization for their organizational and economical growth.

**7.4 Integrating employees:** This is the fourth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of integrating employees”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Integrating employees
2. Individual labor contract.
3. Labor protection seminar.
4. Department manager Orientation discussion.
5. new employee.
6. Job assigned description.
7. The organization and operation handbook of the organization.
8. The company’s regulation.
9. Methodologies in the new employee’s field of activity.

In order to get the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation (HRE) of each and every activities of Human Resource Management (HRM) which tends to basement of analysis and checking of organizational and economical performance the fourth hypothesis is formulated that is **Hypothesis: 4**

H04: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Integrating employees has to be checked.

**7.4.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Integrating employees for human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourth Activity the mode of weight assignment (1-5) is 5. Out of

Total response i.e. 20 the responded percentage of strongly agree is between (80%) which is acceptable.

**7.4.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Reliability Analysis gives good opinion about survey Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.4.3 Regression Results :** Reliability Statistics for fourth activity I,e Integrating employees for human resources, Cronbach's Alpha = 0 .517, Cronbach's Alpha Based On Standardized Items = 0 .518, N of Items = 09. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0 .517and 0 .518which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.4.4 Conclusion:** For the fourth activity, based on the literature, Survey results ,regression analysis and regression results, all the techniques , methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7. 5. Training human resources:** This is the fifth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Training human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Training
2. Bachelor's degree.
3. Master's degree.
4. Doctor's degree.
5. Vocational schools.
6. Workplace apprenticeship.
7. Panel.
8. Case study.
9. studying specialty papers.
10. Presentation.
11. demonstration
12. Elaboration of specific projects.
13. specialized training.
14. Job rotation.
15. Research project.
16. Managerial simulation.
17. Managerial game.
18. The incidence method.
19. Information seminar.
20. referring to specialty sites.
21. Delegation.
22. mentoring.

In order to attain the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the fifth hypothesis is formulated that is **Hypothesis: 5**

H05: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Training human resources has to be checked

**7.5.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Training human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fifth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

**7.5.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge to what level the survey was successful in questions construction that measure a person's opinion. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.5.3 Regression Results:** Reliability Statistics for fifth activity I, e Training human resources for human resources, Cranach's Alpha = 0 .444, Cronbach's Alpha Based On Standardized Items = 0 .543, N of Items = 09. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0 .444 and 0 .543 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4 ,SD< 1), Inter-Item Correlation Matrix(Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 22 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.5.4 Conclusion:** For the fifth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.6 Communicating with human resources:** This is the sixth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Communicating with human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. CHR
2. Information, coordination, decision, complex meeting etc.
3. writing communication.
4. balanced scorecard.
5. set of instructions on certain activities.

To understand the research work, the attainment of the objectives is defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the sixth hypothesis is formulated that is **Hypothesis: 6**

H06: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Communicating with human resources has to be checked.

**7.6.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Communicating with human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various are in favour for strongly agreed for the defined Techniques, method procedures with respect to Sixth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

**7.6.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM

and for the economical development of organization with respect to human capital and knowledge management.

**7.6.3 Regression Results :** Reliability Statistics for sixth activity I,e Communicating with human resources, Cranach's Alpha = 0 .756, Cronbach's Alpha Based On Standardized Items = 0 .748, N of Items = 05. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 05 items, the average Cronbach's Alpha of the remaining 05 items does not have large variation. Cronbach's Alpha is near to 0 .756 and 0 .748 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 05 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.6.4 Conclusion:** For the sixth activity, based on the literature, Survey results ,regression analysis and regression results, all the techniques , methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.7 Human resource assessment:** This is the seventh activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Human resource assessment”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. ▪ Overall assessment.
2. ▪ work productivity.
3. ▪ Management by objectives.
4. ▪ the diagnostic analysis.
5. ▪ Notation.
6. ▪ Functional evaluation.
7. ▪ Self-analysis test.
8. Graphic scale for classifying human qualities.

9. ▪ The behaviors checklist method.

To acquire the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the seventh hypothesis is formulated that is **Hypothesis: 7**

H07: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource assessment has to be checked.

**7.7.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource assessment is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agree for the defined Techniques, method procedures with respect to Seventh Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

**7.7.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge to what level the survey were successful in managing questions that measure a person's opinion. Regression is carried out for the Liker's five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.7.3 Regression Results:** Reliability Statistics for seven activity I, e Human resource assessment with human resources, Cronbach's Alpha = 0 .663, Cronbach's Alpha Based On Standardized Items = 0 .546, N of Items = 09. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha



is near to 0 .663 and 0 .546 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. Non of them are excluded, all items are accepted.**

**7.7.4 Conclusion:** For the seventh activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.8 Career development:** This is the eight activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Career development”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Career development
2. Job analysis.
3. ▪ Career plan.
4. ▪ mentoring.
5. ▪ tutoring.
6. ▪ coaching.

To obtain the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the eighth hypothesis is formulated that is

## **Hypothesis: 8**

H08: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Career development, has to be checked.

**7.8.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Career development is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Eight Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

**7.8.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge in what way it is successful in constructing questions that measure a person's opinion. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.8.3 Regression Results:** Reliability Statistics for eight activity I, e Career development with human resources, Cronbach's Alpha = 0.775, Cronbach's Alpha Based On Standardized Items = 0.786, N of Items = 06. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 06 items, the average Cranach's Alpha of the remaining 06 items does not have large variation. Cronbach's Alpha is near to 0.775 and 0.786 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 06 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.8.4 Conclusion:** For the eight activities, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.9 Human resource promotion:** This is the ninth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Human resource promotion”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. ▪ promotion
2. granting gradations and stages in job.
3. ▪ scientific, consulting body etc.
4. major objectives and/or issues in the company.
5. ▪ Job description.
6. ▪ positions list.

In order to attain the Research work objectives, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the ninth hypothesis is formulated that is **Hypothesis: 9**

H09: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource promotion has to be checked.

**7.9.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource promotion is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to

Ninth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

**7.9.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Reliability Analysis helps in good judgment. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.9.3 Regression Results:** Reliability Statistics for ninth activity I, e Human resource promotion with human resources, Cranach's Alpha = 0 .776, Cronbach's Alpha Based On Standardized Items = 0 .776, N of Items = 06. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 06 items, the average Cronbach's Alpha of the remaining 06 items does not have large variation. Cronbach's Alpha is near to 0 .776 and 0 .776 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 06 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.9.4 Conclusion:** For the ninth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.10 Relationships with special stakeholders:** This is the tenth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that "Do you agree with the mentioned technique of Relationships with special stakeholder's Human

resource promotion”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Special stakeholders Relationships
2. ▪ stakeholders Inviting to organization.
3. ▪ stakeholders participation in company’s participative managerial body.
4. ▪ stakeholders’ participation in the organizational major events celebration.
5. ▪ sending cards, gifts etc. to stakeholders
6. ▪ financial incentives to the economic performances of the organization.
7. ▪ Stakeholders’ sponsorship by the company.

In order to attain the Research work, the attainment of the objectives is defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the tenth hypothesis is formulated that is

**Hypothesis: 10**

H10: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Relationships with special stakeholders have to be checked.

**7.10.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Relationships with special stakeholders is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Tenth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70%) which is acceptable.

**7.10.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human

Resource Management, organizational management, knowledge. Reliability Analysis helps in the survey . Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.10.3 Regression Results:** Reliability Statistics for tenth activity I, e Relationships with special stakeholders Cranach's Alpha = 0 .578, Cronbach's Alpha Based On Standardized Items = 0 .620, N of Items = 09. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0 .578and 0 .620which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.10.4 Conclusion:** For the tenth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.11 Motivating human resources:** This is the eleventh activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Motivating human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. ▪ Positive verbal feedback.
2. ▪ Negative verbal feedback.
3. ▪ extension of Job.
4. ▪ enrichment of Job.
5. ▪ Salary.

6. ▪ Bonus.
7. ▪ Gratification.

To obtain the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the eleventh hypothesis is formulated that is **Hypothesis: 11**

H11: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Motivating human resources has to be checked.

**7.11.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Motivating human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Eleventh Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

**7.11.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.11.3 Regression Results:** Reliability Statistics for eleventh activity I, e Motivating human resources Cranach's Alpha = 0 .536, Cronbach's Alpha Based On Standardized Items = 0 .513, N of Items = 07. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 07 items, the average Cronbach's Alpha of the remaining 07 items does not have large variation. Cronbach's Alpha is near to 0 .536 and 0

.513 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 07 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.11.4 Conclusion:** For the eleventh activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.12 Human resource labor and social protection:** This is the twelfth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Human resource labor and social protection”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. HR labor protection training.
2. labor protection training.
3. ▪ Labor protection and safety standards.
4. ▪ Minimum salary.
5. ▪ Salary indexation.
6. ▪ Individual labor contract.
7. ▪ Unemployment compensation.
8. ▪ Collective labor contract.
9. ▪ dialog social meetings.
10. ▪ Trade union.
11. ▪ Enterprise committee.
12. ▪ Negotiation.



To understand the Research work, the attainment of the objectives is defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the twelfth hypothesis is formulated that is **Hypothesis: 12**

H12: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource labor and social protection has to be checked.

**7.12.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource labor and social protection is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Twelfth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

**7.12.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.12.3 Regression Results:** Reliability Statistics for twelfth activity I, e Human resource labor and social protection Cranach's Alpha = 0 .595, Cronbach's Alpha Based On Standardized Items = 0 .589, N of Items = 12. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 12 items, the average Cronbach's Alpha of the remaining 12 items does not have large variation. Cronbach's Alpha is near to 0 .595 and 0 .589 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and +

correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 12 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.12.4 Conclusion:** For the twelfth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.13 Modeling the organizational culture:** This is the thirteenth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of modeling the organizational culture”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Modeling the organizational culture
2. Organizational culture audit.
3. ▪ Organizational transformation.
4. ▪ stories.
5. ▪ myths.
6. ▪ rituals
7. ▪ ceremonies.
8. ▪ Case analysis.
9. ▪ change of employee role.
10. ▪ Employee status remodeling.
11. ▪ Formal organizational norm.
12. ▪ Organizational norm.
13. ▪ The Lundberg model.
14. ▪ The Schein model.
15. ▪ Leadership.

To have the knowledge of Research work, the attainment of the objectives is defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation(HRE) of each and every activities of Human Resource Management(HRM) which leads to basement of analysis and checking of organizational and economical performance the thirteenth hypothesis is formulated that is **Hypothesis: 13**

H13: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Modeling the organizational culture has to be checked.

**7.13.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. Modeling the organizational culture is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Thirteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

**7.13.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Using Reliability Analysis it helps to judge to manners it was successful in constructing questions. Regression is carried out for the Liker's five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.13.3 Regression Results:** Reliability Statistics for thirteenth activity i, e Modeling the organizational culture of human resource Cronbach's Alpha = 0 .648, Cronbach's Alpha Based On Standardized Items = 0 .612, N of Items = 15. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 15 items, the average Cronbach's Alpha of the remaining 15 items does not have large variation. Cronbach's Alpha is near to 0 .648 and

0.612 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 15 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.13.4 Conclusion:** For the thirteenth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.14 The efficiency of using human resources:** This is the fourteenth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of the efficiency of using human resources”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. The efficiency of using human resources
2. ▪ work productivity
3. per employee.
4. ▪ Salary costs.
5. ▪ Staff costs.
6. ▪ Average profit per employee.
7. ▪ Dividend.
8. ▪ Company’s share.

To get the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation (HRE) of each and every activities of Human Resource Management (HRM) which leads to basement of analysis and checking of organizational and economical performance the fourteenth hypothesis is formulated that is **Hypothesis: 14**

H14: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. The efficiency of using human resources has to be checked.

**7.14.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

**7.14.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.14.3 Regression Results:** Reliability Statistics for fourteenth activity i, e efficiency of using human resources Cronbach's Alpha = 0 .652, Cronbach's Alpha Based On Standardized Items = 0 .673, N of Items = 07. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 07 items, the average Cronbach's Alpha of the remaining 07 items does not have large variation. Cronbach's Alpha is near to 0 .652 and 0 .673 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 07 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**7.14.4 Conclusion:** For the fourteenth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.15 Modeling the organizational performance:** This is the fifteenth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you agree with the mentioned technique of Modeling the organizational performance”? This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Organization Performance
2. Measuring Efficiency
3. Business efficiency
4. Performance of
5. Input out ratio
6. Identification
7. Of efficient process
8. To convert input output
9. Efficient conversion
10. Of input to output
11. Using optional process implementation
12. To maximize output porters
13. Total productivity
14. Maintenance system
15. Suggest min six loses
16. Reduced yield from startup
17. stable production
18. Process defects
19. Reduced speed

20. Idling and minor stoppages
21. Setup and adjustment
22. Organization efficiency
23. Organization structure
24. Culture community
25. Productivity profitability
26. quality
27. Measuring organization
28. Efficiency by
29. Organization strategy
30. Corporate structure design
31. Management and business system building
32. Development of corp and empty task
33. Motivation of staff

To know the objectives of the Research work, the attainment of the objectives are defined in terms of hypotheses. In order to realize one of the objectives i.e. Human Resources Evaluation (HRE) of each and every activities of Human Resource Management (HRM) which leads to basement of analysis and checking of organizational and economical performance the fifteenth hypothesis is formulated that is **Hypothesis: 15**

H15: Organizational performance excellence has to be checked Organizational performance excellence can be checked by two indicator i.e Efficiency and Effectiveness. Effectiveness performance indications measures company's progress towards goals achievement, mission fulfillment and overall performance of organization. Efficiency is another performance indicator which measure organization relations pertaining to input, output, and successful conversion of input to out put.

**7.15.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method

procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 5 the responded percentage of strongly agree is between (60-100%) which is acceptable.

**7.15.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Reliability Analysis helps survey successful. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.15.3 Regression Results:** Reliability Statistics for fifteenth activity i, e organizational performance Cranach's Alpha =0.533, Cronbach's Alpha Based On Standardized Items = 0.431, N of Items = 33. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 33 items, the average Cronbach's Alpha of the remaining 33 items does not have large variation. Cronbach's Alpha is near to 0.533 and 0.431 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 33 items which are considered for regression analysis are good correlated. Some of the items are excluded .Organization Performance, Performance of input out ratio, Management and business system building, motivation of staff and all other items are accepted.**

**7.15.4 Conclusion:** For the fifteenth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

**7.16 Knowledge management excellence:** This is the sixteenth activity of Human Resource Evaluation of HRM. The questioner is being framed stating that “Do you



agree with the mentioned technique of modeling the Knowledge management excellence”?”  
This questioner is used for survey. The technique, method and procedure for HRE are as follows

1. Strategic priority management commitment
2. Alignment of knowledge management goals and practices with organizational business strategies.
3. Long term goals strategic commitment.
4. Knowledge of business and industries.
5. Assessment of competitors and suppliers.
6. Strategic and knowledge assets.
7. Assemble the new knowledge and intellectual capital to annual report.
8. Link km to value creation.
9. Economic returns
10. Presentation deliverable.
11. Contribution of its knowledge repository to closing sales.
12. Senior management support.
13. Define and understand organizational knowledge.
14. knowledge development in the company.
15. Definition and mapping organization knowledge.
16. Acquiring, retaining building and retaining those assets.
17. Managing Knowledge management, Capturing, combining, connection, repeating  
Knowledge management excellence has to be checked.

Knowledge management can contribute to organizational performance by

- Set strategic priority and management commitment for Km to enhance Organizational performance.
- Define and understand organizational knowledge to enhance its performance
- Maintain the knowledge environments and management the knowledge, boasts the organizational performance

**7.16.1 Survey results:** The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable

because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 5 the responded percentage of strongly agree is between (60-100%) which is acceptable.

**7.16.2 Regression analysis:** The analysis is carried out to determine which Activities, methods, techniques and Procedure is acceptable and preferred in Evaluating the Human Resource Management, organizational management, knowledge. Regression is carried out for the Likerts five point scale for each and every activity technique, for the assessment of HRM and for the economical development of organization with respect to human capital and knowledge management.

**7.16.3Regression Results:** Reliability Statistics for sixteenth activity i, e Knowledge management excellence Cronbach's Alpha =0 .417, Cronbach's Alpha Based On Standardized Items = 0.515, N of Items = 17. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 17 items, the average Cronbach's Alpha of the remaining 17 items does not have large variation. Cronbach's Alpha is near to 0.417 and 0 .515 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 17 items which are considered for regression analysis are good correlated and accepted.**

**7.16.4 Conclusion:** For the sixteenth activity, based on the literature, Survey results, regression analysis and regression results, all the techniques, methods and procedures for HRE are acceptable. Organization can select these any required techniques according to their requirement, situation and type of organization for their organizational and economical growth.

## Chapter 8

### Detailed Results, Discussion and Conclusions

Human Resource Evaluation (HRE) of various activities, methods, techniques and procedures for the conclusion of HRM organizational performance, KM and hypothesis defined for HRM, KM, and OP etc are as follows:

Human Resource Evaluation (HRE) of various activities, methods, techniques and procedures for the conclusion of Human Resource Management (HRM) are as follows:

#### 8.1 Hypothesis: 1

H01: The significant relationship of adapting HRE technique on one of the activities of HRM i.e. Determining the requirements for human resources has to be checked.

##### 8.1.1 Conclusion of H01 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Activity: 1 Determining the requirements for human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various response are in favour for Strongly agree for the defined Techniques, method procedures with respect to first Activity and the mode of weight assignment(1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (65-90%) which is acceptable.

##### 8.1.2 Conclusion and results of Regression analysis H01

Reliability Statistics for Determining the requirements for human resources (DRHR)  
Cranach's Alpha = 0.799, Cronbach's Alpha Based On Standardized Items =0.845, N of Items = 10. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 10 items, the average Cronbach's Alpha of the remaining 9

items does not have large variation. Cronbach's Alpha is near to 0.799 and 0.845 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 10 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H01], Determining the requirements for human resources is shown in annexure**

## **8.2 Hypothesis: 2**

H02: The significant relationship of adapting HRE technique on one of the activities of HRM i.e. Forecasting the requirements for human resources has to be checked.

### **8.2.1 Conclusion of H02 and results of survey , data analysis are as follows**

The relationship between the HRE Technique on one of the activities of HRM i.e. Activity: 2 Forecasting of resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various response are in favour for Strongly agree for the defined Techniques, method procedures with respect to Second Activity and the mode of weight assignment(1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (75-90%) which is acceptable.

### **8.2.2 Conclusion and results of Regression analysis H02 FRFHR)**

Reliability Statistics for second activity I, e Forecasting the requirements for human resources, Cranach's Alpha = 0.605, Cronbach's Alpha Based On Standardized Items = 0.718, N of Items = 17. As we see the values in Item-Total Statistics chart, Cranach's Alpha for if each item is Deleted from total 17 items, the average Cronbach's Alpha of the remaining 16 items does not have large variation. Cronbach's Alpha is near to 0.605 and 0.718 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 17 items which are**

**considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H02], Forecasting the requirements for human resources is in annexure**

### **8.3 Hypothesis: H03**

H03: The significant relationship of adapting HRE technique on one of the activities of HRM i.e. Recruiting and selecting, has to be checked.

#### **8.3.1 Conclusion of H03 and results of survey, data analysis are as follows**

The relationship between the HRE Technique on one of the activities of HRM i.e. Activity: 3 Recruiting and selecting for human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Third Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (75-85%) which is acceptable.

#### **8.3.2 Conclusion and results of Regression data analysis H03**

Reliability Statistics for third activity I, e Recruiting and selecting for human resources, Cronbach's Alpha = 0 .637, Cronbach's Alpha Based On Standardized Items = 0 .606, N of Items = 14. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 14 items, the average Cronbach's Alpha of the remaining 14 items does not have large variation. Cronbach's Alpha is near to 0.637 and 0.606 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 14 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H03], Recruiting and selecting is in annexure**

## **8.4 Hypothesis: 4**

H04: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Integrating employees has to be checked.

### **8.4.1 Conclusion of H04 and results of survey, data analysis are as follows**

The relationship between the HRE Technique on one of the activities of HRM i.e. Integrating employees for human resources is in favour and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (80%) which is acceptable.

### **8.4.2 Conclusion and results of Regression analysis H04**

Reliability Statistics for fourth activity I, e Integrating employees for human resources, Cranach's Alpha = 0 .517, Cronbach's Alpha Based On Standardized Items = 0 .518, N of Items = 09. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0 .517 and 0 .518 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H04], e Integrating employees for human resources is in annexure**

## 8.5 Hypothesis: 5

H05: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Training human resources has to be checked.

### 8.5.1 Conclusion of H05 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Training human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fifth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

### 8.5.2 Conclusion and results of Regression analysis H05

Reliability Statistics for fifth activity I, e Training human resources for human resources, Cronbach's Alpha = 0 .444, Cronbach's Alpha Based On Standardized Items = 0 .543, N of Items = 09. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0 .444 and 0 .543 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 22 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H05], Training human resources is shown below in annexure**

## 8.6 Hypothesis: 6

H06: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Communicating with human resources has to be checked.

### 8.6.1 Conclusion of H06 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Communicating with human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various are in favour for strongly agreed for the defined Techniques, method procedures with respect to Sixth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

### 8.6.2 Conclusion and results of Regression analysis H06

Reliability Statistics for sixth activity I, e communicating with human resources,

Cronach's Alpha = 0 .756, Cronach's Alpha Based On Standardized Items = 0 .748, N of Items = 05. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 05 items, the average Cronbach's Alpha of the remaining 05 items does not have large variation. Cronbach's Alpha is near to 0 .756 and 0 .748 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 05 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H06], Communicating with human resources is in annexure**



## 8.7 Hypothesis: 7

H07: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource assessment has to be checked.

### 8.7.1 Conclusion of H07 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource assessment is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Seventh Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

### 8.7.2 Conclusion and results of Regression analysis H07

Reliability Statistics for seven activity I, e Human resource assessment with human resources, Cronbach's Alpha = 0.663, Cronbach's Alpha Based On Standardized Items = 0.546, N of Items = 09. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0.663 and 0.546 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H07], Human resource assessment with human resources is in annexure**

## 8.8 Hypothesis: 8

H08: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Career development, has to be checked.

### 8.8.1 Conclusion of H08 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Career development is in favour and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Eight Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

### 8.8.2 Conclusion and results of Regression analysis H08

Reliability Statistics for eight activity I, e Career development with human resources, Cronbach's Alpha = 0.775, Cronbach's Alpha Based on Standardized Items = 0.786, N of Items = 06. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 06 items, the average Cronbach's Alpha of the remaining 06 items does not have large variation. Cronbach's Alpha is near to 0.775 and 0.786 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 06 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H08], Career development with human resources is in annexure**

## 8.9 Hypothesis: 9

H09: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource promotion has to be checked.

### 8.9.1 Conclusion of H09 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource promotion is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Ninth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

### 8.9.2 Conclusion and results of Regression analysis H09

Reliability Statistics for ninth activity I, e Human resource promotion with human resources, Cronbach's Alpha = 0 .776, Cronbach's Alpha Based on Standardized Items = 0 .776, N of Items = 06. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 06 items, the average Cronbach's Alpha of the remaining 06 items does not have large variation. Cronbach's Alpha is near to 0 .776 and 0 .776 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 06 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H09], Human resource promotion with human resources is in annexure**

## 8.10 Hypothesis: 10

H10: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Relationships with special stakeholders have to be checked.

### 8.10.1 Conclusion of H10 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Relationships with special stakeholders is in favour and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Tenth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70%) which is acceptable.

### 8.10.2 Conclusion and results of Regression analysis H10

Reliability Statistics for tenth activity I, e Relationships with special stakeholders Cronbach's Alpha = 0.578, Cronbach's Alpha Based On Standardized Items = 0.620, N of Items = 09. As we see the values in Item-Total Statistics chart, Cronach's Alpha for if each item is Deleted from total 09 items, the average Cronbach's Alpha of the remaining 09 items does not have large variation. Cronbach's Alpha is near to 0.578 and 0.620 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 09 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H10], Relationships with special stakeholders is in annexure**

## **8.11 Hypothesis: 11**

H11: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Motivating human resources has to be checked.

### **8.11.1 Conclusion of H11 and results of survey, data analysis are as follows**

The relationship between the HRE Technique on one of the activities of HRM i.e. Motivating human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Eleventh Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

### **8.11.2 Conclusion and results of Regression analysis H11**

Reliability Statistics for eleventh activity I, e Motivating human resources Cronbach's Alpha = 0 .536, Cronbach's Alpha Based On Standardized Items = 0 .513, N of Items = 07. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 07 items, the average Cronbach's Alpha of the remaining 07 items does not have large variation. Cronbach's Alpha is near to 0 .536 and 0 .513 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 07 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H11], Motivating human resources is shown below in annexure**

## 8.12 Hypothesis: 12

H12: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Human resource labor and social protection has to be checked.

### 8.12.1 Conclusion of H12 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Human resource labor and social protection is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Twelfth Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-85%) which is acceptable.

### 8.12.2 Conclusion and results of Regression analysis H12

Reliability Statistics for twelfth activity I, e Human resource labor and social protection Cronbach's Alpha = 0 .595, Cronbach's Alpha Based On Standardized Items = 0 .589, N of Items = 12. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 12 items, the average Cronbach's Alpha of the remaining 12 items does not have large variation. Cronbach's Alpha is near to 0 .595 and 0 .589 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 12 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H12], Human resource labor and social protection is in annexure**

## 8.13 Hypothesis: H013

H13: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. Modeling the organizational culture has to be checked.

### 8.13.1 Conclusion of H13 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. Modeling the organizational culture is in favor and acceptable because as per Likert Five Point scale, weight assignment for strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Thirteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-80%) which is acceptable.

### 8.13.2 Conclusion and results of Regression analysis H13

Reliability Statistics for thirteenth activity i, e Modeling the organizational culture of human resource Cronbach's Alpha = 0 .648, Cronbach's Alpha Based on Standardized Items = 0 .612, N of Items = 15. As we see the values in Item-Total Statistics chart, Cronach's Alpha for if each item is Deleted from total 15 items, the average Cronbach's Alpha of the remaining 15 items does not have large variation. Cronbach's Alpha is near to 0 .648 and 0 .612 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 15 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H13], Modeling the organizational culture of human resource is in annexure**

## 8.14 Hypothesis: 14

H14: The importance relationship of adapting HRE technique on one of the activities of HRM i.e. The efficiency of using human resources has to be checked.

### 8.14.1 Conclusion of H14 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 20 the responded percentage of strongly agree is between (70-90%) which is acceptable.

### 8.14.2 Conclusion and results of Regression analysis H14

Reliability Statistics for fourteenth activity i, e efficiency of using human resources Cronbach's Alpha = 0 .652, Cronbach's Alpha Based on Standardized Items = 0 .673, N of Items = 07. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 07 items, the average Cronbach's Alpha of the remaining 07 items does not have large variation. Cronbach's Alpha is near to 0 .652 and 0 .673 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 07 items which are considered for regression analysis are good correlated. None of them are excluded, all items are accepted.**

**Results of Reliability Statistics, data analysis for [H14], The efficiency of using human resources is in annexure**



## 8.15 Hypothesis: 15

H15: Organizational performance excellence has to be checked Organizational performance excellence can be checked by two indicator i.e Efficiency and Effectiveness. Effectiveness performance indications measures company's progress towards goals achievement, mission fulfillment and overall performance of organization. Efficiency is another performance indicator which measure organization relations pertaining to input, output, and successful conversion of input to out put.

### 8.15.1 Conclusion of H15 and results of survey, data analysis are as follows

The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 5 the responded percentage of strongly agree is between (60-100%) which is acceptable.

### 8.15.2 Conclusion and results of Regression analysis H15

Reliability Statistics for fifteenth activity i, e organizational performance Cranach's Alpha =0.533, Cronbach's Alpha Based On Standardized Items = 0 .431, N of Items = 33. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total 33 items, the average Cronbach's Alpha of the remaining 33 items does not have large variation. Cronbach's Alpha is near to 0.533 and 0 .431 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the 33 items which are considered for regression analysis are good correlated. Some of the items are excluded i.e Organization Performance, Performance of input out ratio, Management and business system building, motivation of staff and all other items are accepted.**

**Results of Reliability Statistics, data analysis for [H15], organizational performance is in annexure**

## **8.16 Hypothesis: 16**

H16: Knowledge management excellence has to be checked

Knowledge management can contribute to organizational performance by

- Clearly define strategic priority and management commitment for Km to enhance Organizational performance.
- Define and understand organizational knowledge to enhance its performance
- Maintain the knowledge environments and management the knowledge, boasts the organizational performance

### **8.16.1 Conclusion of H16 and results of survey, data analysis are as follows**

The relationship between the HRE Technique on one of the activities of HRM i.e. The efficiency of using human resources is in favor and acceptable because as per Likert Five Point scale, weight assignment for Strongly agree is 5. The various responses are in favour for strongly agreed for the defined Techniques, method procedures with respect to Fourteen Activity the mode of weight assignment (1-5) is 5. Out of Total response i.e. 5 the responded percentage of strongly agree is between (60-100%) which is acceptable.

### **8.16.2 Conclusion of H16 (Regression analysis)**

Reliability Statistics for sixteenth activity i, e Knowledge management excellence Cronbach's Alpha =0.417, Cronbach's Alpha Based On Standardized Items = 0.515, N of Items = 17. As we see the values in Item-Total Statistics chart, Cronach's Alpha for if each item is Deleted from total 17 items, the average Cronbach's Alpha of the remaining 17 items does not have large variation. Cronbach's Alpha is near to 0.417 and 0.515 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total

Statistics and Scale Statistics. **All the 17 items which are considered for regression analysis are good correlated and accepted.**

**Results of Reliability Statistics, data analysis for [H16], Knowledge management excellence is in annexure**

## 9 Summary

Human resource is one of the vital resources of organization which acts as initiator of all the economical activities of organization. It is very much essential to analysis and checks the working models or the frame work of the existing human resources in organization and then assesses and evaluates the efficient concepts, framework and models of various activities, methodology and techniques involved in the organizational activities. The concepts involved in this research analysis are HC, HRM, Intellectual Capital and knowledge Management. The foremost aim of the Research is to find human resource evaluation few activities of Human Resource Management of selected organization. The human resource evaluation of some of the activities of Human Resource Management of mentioned industries is done. The Statistical tools were used for analyzing the data. The data was collect from structured queries pertaining to (present research defined techniques, activities, methods and procedure). For analysis of data Liker's Five Point Scale was used. The research work analyzed that majority of the responses are in favour of Strongly agree (weightage assignment -5) and % of response are in favour of Strongly agree is -70%-90% for all most the define activities, techniques, methods and procedures.

Regression, scale reliability analysis are carried out for various activities, methods, techniques, HRM, Knowledge management, Human capital, Intellectual capital, organizational performance etc showed that for all of the above. Cronbach's Alpha = 0.789, Cronbach's Alpha Based On Standardized Items =0.844, N of Items. As we see the values in Item-Total Statistics chart, Cronbach's Alpha for if each item is Deleted from total N items, the average Cronbach's Alpha of the remaining N items does not have large variation. Cronbach's Alpha is near to 0.739 and 0.841 which is good and acceptable. As per Reliability Statistics, Item Statistics (Mean=4, SD< 1), Inter-Item Correlation Matrix (Correlation = < 1 and + correlated between inter item), Summary Item Statistics, Item-Total Statistics and Scale Statistics. **All the N items which are considered for regression analysis are good correlated. Few of them are excluded, all items are accepted.**

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## 11 Annexure-1

**1.0 Results of Reliability Statistics, data analysis for [H01], Determining the requirements for human resources is shown below**

Table 1.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.799	.845	10

Table 1.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
Jobsanalysis	4.2000	.83666	5
Workdaytasksanalysis	3.2000	1.30384	5
Instantaneousobservation	2.8000	1.30384	5
Timerecording	3.6000	1.14018	5
Standardadministrativetimes	4.0000	.70711	5

Table 1.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
workstandardsdetermination	4.2000	.83666	5
Extrapolation	1.6000	.54772	5
Thecorrelationcoefficient	4.4000	.54772	5
Physicalorvalueorproductivity	4.2000	.83666	5
TECHNIQUEREGHRM	4.6000	.54772	5

Table 1.5 : Inter item correlation matrix1

Inter-Item Correlation Matrix					
	Jobsanalysis	Workdaytasksanalysis	Instantaneousobservation	Timerecording	Standardadministrativetimes
Jobsanalysis	1.000	-.046	.046	.629	.845
Workdaytasksanalysis	-.046	1.000	.324	.235	-.542
Instantaneousobservation	.046	.324	1.000	.269	-.271
Timerecording	.629	.235	.269	1.000	.310
Standardadministrativetimes	.845	-.542	-.271	.310	1.000
workstandardsdetermination	1.000	-.046	.046	.629	.845
Extrapolation	.764	-.210	.210	.881	.645
Thecorrelationcoefficient	.327	.210	.840	.721	.000
Physicalorvalueorproductivity	-.071	.413	.963	.367	-.423
TECHNIQUEREGHRM	.218	.140	.910	.080	.000

Table1. 6: Inter item correlation matrix2

Inter-Item Correlation Matrix					
	workstandard sdetermination	Extrapolation	Thecorrelatio ncoefficient	Physicalorval ueorproducti vity	TECHNIQUE REGHRM
Jobsanalysis	1.000	.764	.327	-.071	.218
Workdaytasksanalysis	-.046	-.210	.210	.413	.140
Instantaneousobservation	.046	.210	.840	.963	.910
Timerecording	.629	.881	.721	.367	.080
Standardadministrativetimes	.845	.645	.000	-.423	.000
workstandardsdetermination	1.000	.764	.327	-.071	.218
Extrapolation	.764	1.000	.667	.218	.167
Thecorrelationcoefficient	.327	.667	1.000	.873	.667
Physicalorvalueorproductivity	-.071	.218	.873	1.000	.764
TECHNIQUEREGHRM	.218	.167	.667	.764	1.000

Table 1.7: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.680	1.600	4.600	3.000	2.875	.846	10
Inter-Item Correlations	.352	-.542	1.000	1.542	-1.844	.156	10

Table 1.8: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Jobsanalysis	32.6000	23.800	.576	.	.770
Workdaytasksanalysis	33.6000	25.800	.128	.	.842
Instantaneousobservation	34.0000	21.000	.544	.	.777
Timerecording	33.2000	20.700	.694	.	.750
Standardadministrativetimetes	32.8000	27.700	.134	.	.812
workstandardsdetermination	32.6000	23.800	.576	.	.770
Extrapolation	35.2000	25.200	.673	.	.772
Thecorrelationcoefficient	32.4000	24.300	.852	.	.759
Physicalorvalueworproductivity	32.6000	23.800	.576	.	.770
TECHNIQUEREGHRM	32.2000	25.700	.576	.	.779

Table 1.9 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
36.8000	29.200	5.40370	10

**2.0 Results of Reliability Statistics, data analysis for [H02], Forecasting the requirements for human resources is shown below**

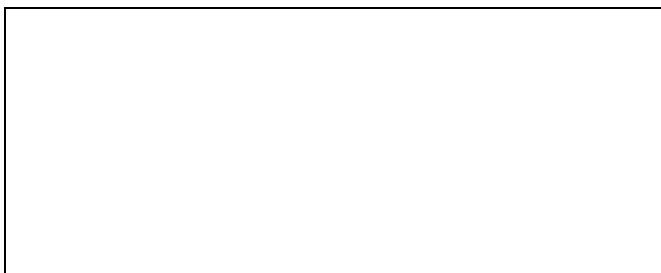


Table 2.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
Total		5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 2.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.605	.718	17

Table 2.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
DSASMDFCP	4.2000	.83666	5
FOCBA	3.8000	1.30384	5
FOCNE	4.2000	.83666	5



Table 2.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
DOCTUROVER	4.4000	.54772	5
DYMICSONPROD	4.4000	.54772	5
PRODDYNA	4.2000	.83666	5
TRENDANLY	4.8000	.44721	5
REGRESMETH	4.6000	.54772	5
DELPHY	2.6000	.89443	5
BYSINPLAN	3.8000	1.30384	5
GHANTTCHART	4.2000	1.30384	5
STAFFFLUCTINDEX	4.6000	.54772	5
EXTCHRNANDS	4.6000	.54772	5
RETIREINDEX	4.4000	.54772	5
IVPW	4.4000	.54772	5
VNP	4.6000	.54772	5
FRFHR	4.6000	.54772	5

Table 2.5 : Inter item correlation matrix1

Inter-Item Correlation Matrix						
	DSASMDFCP	FOCBA	FOCNE	DOCTUROVE R	DYMICSONP ROD	PRODDYNA
DSASMDFCP	1.000	-.183	-.429	.327	.327	-.071
FOCBA	-.183	1.000	.733	-.210	.490	.963
FOCNE	-.429	.733	1.000	-.764	.327	.643
DOCTUROVER	.327	-.210	-.764	1.000	.167	-.218
DYMICSONPROD	.327	.490	.327	.167	1.000	.327
PRODDYNA	-.071	.963	.643	-.218	.327	1.000
TRENDANLY	.802	-.514	-.535	.408	.408	-.535
REGRESMETH	.218	.560	.218	-.167	-.167	.764
DELPHY	-.869	.129	.134	-.102	-.612	.134
BYSINPLAN	.733	-.765	-.871	.490	-.210	-.642
GHANTTCHART	.413	-.265	-.733	.560	-.490	-.046
STAFFFLUCTINDEX	-.327	.210	-.327	.667	-.167	.218
EXTCHRNANDS	.764	-.490	-.873	.667	-.167	-.327
RETIREINDEX	-.218	.840	.327	.167	.167	.873
IVPW	.327	-.210	-.764	1.000	.167	-.218
VNP	-.327	.210	-.327	.667	-.167	.218
FRFHR	-.327	.210	-.327	.667	-.167	.218

Table 2.6: Inter item correlation matrix2

**Inter-Item Correlation Matrix**

	TRENDANLY	REGRESMET H	DELPHY	BYSINPLAN	GHANTTCHA RT	STAFFFLUCTI NDEX
DSASMDFCP	.802	.218	-.869	.733	.413	-.327
FOCBA	-.514	.560	.129	-.765	-.265	.210
FOCNE	-.535	.218	.134	-.871	-.733	-.327
DOCTUROVER	.408	-.167	-.102	.490	.560	.667
DYMICSONPROD	.408	-.167	-.612	-.210	-.490	-.167
PRODDYNA	-.535	.764	.134	-.642	-.046	.218
TRENDANLY	1.000	-.408	-.875	.772	.086	-.408
REGRESMETH	-.408	1.000	.102	-.140	.490	.167
DELPHY	-.875	.102	1.000	-.514	.086	.612
BYSINPLAN	.772	-.140	-.514	1.000	.618	-.140
GHANTTCHART	.086	.490	.086	.618	1.000	.490
STAFFFLUCTINDEX	-.408	.167	.612	-.140	.490	1.000
EXTCHRNANDS	.612	.167	-.408	.910	.840	.167
RETIREINDEX	-.612	.667	.408	-.560	.210	.667
IVPW	.408	-.167	-.102	.490	.560	.667
VNP	-.408	.167	.612	-.140	.490	1.000
FRFHR	-.408	.167	.612	-.140	.490	1.000

Table 2.7: Inter item correlation matrix3

**Inter-Item Correlation Matrix**

	EXTCHRNAN DS	RETIREINDE X	IVPW	VNP	FRFHR
DSASMDFCP	.764	-.218	.327	-.327	-.327
FOCBA	-.490	.840	-.210	.210	.210
FOCNE	-.873	.327	-.764	-.327	-.327
DOCTUROVER	.667	.167	1.000	.667	.667
DYMICSONPROD	-.167	.167	.167	-.167	-.167
PRODDYNA	-.327	.873	-.218	.218	.218
TRENDANLY	.612	-.612	.408	-.408	-.408
REGRESMETH	.167	.667	-.167	.167	.167
DELPHY	-.408	.408	-.102	.612	.612
BYSINPLAN	.910	-.560	.490	-.140	-.140
GHANTTCHART	.840	.210	.560	.490	.490
STAFFFLUCTINDEX	.167	.667	.667	1.000	1.000
EXTCHRNANDS	1.000	-.167	.667	.167	.167
RETIREINDEX	-.167	1.000	.167	.667	.667
IVPW	.667	.167	1.000	.667	.667
VNP	.167	.667	.667	1.000	1.000
FRFHR	.167	.667	.667	1.000	1.000

Table 2.8: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.259	2.600	4.800	2.200	1.846	.259	17
Inter-Item Correlations	.130	-.875	1.000	1.875	-1.143	.240	17

Table 2.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DSASMDFCP	68.2000	23.200	.174	.	.598
FOCBA	68.6000	21.800	.148	.	.617
FOCNE	68.2000	28.700	-.457	.	.688
DOCTUROVER	68.0000	22.000	.584	.	.553
DYMICSONPROD	68.0000	25.000	.000	.	.614
PRODDYNA	68.2000	21.700	.372	.	.565
TRENDANLY	67.6000	25.800	-.154	.	.624
REGRESMETH	67.8000	22.200	.542	.	.557
DELPHY	69.8000	25.700	-.132	.	.647
BYSINPLAN	68.6000	25.300	-.130	.	.679
GHANTTCHART	68.2000	17.700	.538	.	.512
STAFFFLUCTINDEX	67.8000	21.700	.647	.	.546
EXTCHRNANDS	67.8000	22.700	.441	.	.569
RETIREINDEX	68.0000	21.500	.689	.	.541
IVPW	68.0000	22.000	.584	.	.553
VNP	67.8000	21.700	.647	.	.546
FRFHR	67.8000	21.700	.647	.	.546

Table 2.9.1 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
72.4000	25.300	5.02991	17

### 3.0 Results of Reliability Statistics, data analysis for [H03], Recruiting and selecting is shown below

Table 3.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	4	80.0
	Excluded <sup>a</sup>	1	20.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.637	.606	14

Table 3.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
recruitmentandselectiohr	2.7500	.95743	4
generalknowledgetest	4.0000	.81650	4
skilltest	3.7500	1.25831	4

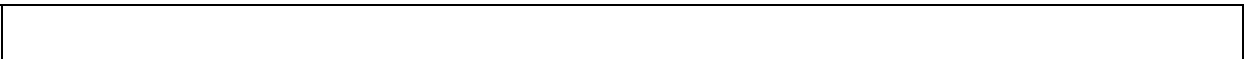




Table 3.4: Item statistics

	Mean	Std. Deviation	N
qualitiestest	3.5000	1.29099	4
persanalitytest	3.5000	1.29099	4
practicalexam	4.5000	.57735	4
projectselaboration	4.0000	.81650	4
Casestudy	2.0000	.81650	4
Writingpapers	2.7500	.95743	4
Interview	4.7500	.50000	4
Questionnaire	4.0000	.81650	4
Personnefile	2.5000	.57735	4
cv	4.0000	1.41421	4
recomenedfromformer manager	2.5000	.57735	4

Table 3.5 : Inter item correlation matrix l

	recruitmentandselection	generalknowledgetest	skilltest	qualitiestest	persanalitytest	practicalexam
recruitmentandselection	1.000	-.426	.208	.405	.135	.302
generalknowledgetest	-.426	1.000	-.649	.632	.632	.000
skilltest	.208	-.649	1.000	-.308	-.923	.688
qualitiestest	.405	.632	-.308	1.000	.600	.447
persanalitytest	.135	.632	-.923	.600	1.000	-.447
practicalexam	.302	.000	.688	.447	-.447	1.000
projectselaboration	.426	-.500	-.324	-.316	.316	-.707
Casestudy	.426	.500	.000	.949	.316	.707
Writingpapers	.636	-.853	.208	-.405	-.135	-.302
Interview	-.174	.816	-.132	.775	.258	.577
Questionnaire	.426	.500	.000	.949	.316	.707
Personnefile	.905	-.707	.229	.000	.000	.000
cv	.492	.289	-.749	.548	.913	-.408
recomenedfromformer manager	-.302	.000	-.688	-.447	.447	-1.000

Table 3.6: Inter item correlation matrix2

Inter-Item Correlation Matrix						
	projectselaboration	Casestudy	Writingpapers	Interview	Questionnaire	Personnefile
recruitmentandselectiohr	.426	.426	.636	-.174	.426	.905
generalknowledgetest	-.500	.500	-.853	.816	.500	-.707
skilltest	-.324	.000	.208	-.132	.000	.229
qualitiestest	-.316	.949	-.405	.775	.949	.000
persanalitytest	.316	.316	-.135	.258	.316	.000
practicalexam	-.707	.707	-.302	.577	.707	.000
projectselaboration	1.000	-.500	.853	-.816	-.500	.707
Casestudy	-.500	1.000	-.426	.816	1.000	.000
Writingpapers	.853	-.426	1.000	-.870	-.426	.905
Interview	-.816	.816	-.870	1.000	.816	-.577
Questionnaire	-.500	1.000	-.426	.816	1.000	.000
Personnefile	.707	.000	.905	-.577	.000	1.000
cv	.577	.289	.246	.000	.289	.408
recommenedfromformer manager	.707	-.707	.302	-.577	-.707	.000

Table 3.7: Inter item correlation matrix3

Inter-Item Correlation Matrix		
	cv	recommenedf romformerma nager
recruitmentandselectiohr	.492	-.302
generalknowledgetest	.289	.000
skilltest	-.749	-.688
qualitiestest	.548	-.447
persanalitytest	.913	.447
practicalexam	-.408	-1.000
projectselaboration	.577	.707
Casestudy	.289	-.707
Writingpapers	.246	.302
Interview	.000	-.577
Questionnaire	.289	-.707
Personnefile	.408	.000
cv	1.000	.408
recommenedfromformer manager	.408	1.000

Table 3.8: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.464	2.000	4.750	2.750	2.375	.691	14
Inter-Item Correlations	.099	-1.000	1.000	2.000	-1.000	.294	14

Table 3.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
recruitmentandselectiohr	45.7500	23.583	.699	.	.544

Table 3.9.1: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
generalknowledgetest	44.5000	29.667	.075	.	.645
skilltest	44.7500	36.917	-.490	.	.758
qualitiestest	45.0000	20.667	.738	.	.507
personalitytest	45.0000	23.333	.481	.	.573
practicalexam	44.0000	30.000	.105	.	.638
projectselaboration	44.5000	29.667	.075	.	.645
Casestudy	46.5000	25.000	.653	.	.563
Writingpapers	45.7500	30.250	-.016	.	.663
Interview	43.7500	29.583	.214	.	.629
Questionnaire	44.5000	25.000	.653	.	.563
Personnefile	46.0000	28.000	.436	.	.606
cv	44.5000	20.333	.680	.	.515
recommenedfromformer manager	46.0000	32.667	-.303	.	.674

Table 3.9.2: Scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
48.5000	31.000	5.56776	14

**4.0 Results of Reliability Statistics, data analysis for [H04], e integrating employees for human resources is shown below**

Table 4.1: Case process summary

**Case Processing Summary**

		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
Total		5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.2 : Reliability Statistics

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.517	.518	9

Table 4.3: Item statistics

**Item Statistics**

	Mean	Std. Deviation	N
Integratingemployee	4.8000	.44721	5
Individuallaborcontract	4.8000	.44721	5
Laborrotectionseminar	4.8000	.44721	5
orientationdiscusstion	4.6000	.54772	5
decsofjobassign	4.8000	.44721	5
operationhandbook	4.6000	.54772	5

Table 4.4: Item statistics

**Item Statistics**

	Mean	Std. Deviation	N
internreguofcomp	4.8000	.44721	5
workinstrofjob	4.8000	.44721	5
methdlogy	4.8000	.44721	5



Table 4.5 : Inter item correlation matrix1

Inter-Item Correlation Matrix						
	Integratingem ployee	Individuallabo rcontract	LaborroTECTio nseminar	orientationdis cusstion	decsofjobassi gn	operartionhan dbook
Integratingemployee	1.000	-.250	-.250	-.408	-.250	.612
Individuallaborcontract	-.250	1.000	-.250	.612	-.250	.612
LaborroTECTIONseminar	-.250	-.250	1.000	-.408	1.000	-.408
orientationdiscusstion	-.408	.612	-.408	1.000	-.408	.167
decsofjobassign	-.250	-.250	1.000	-.408	1.000	-.408
operartionhandbook	.612	.612	-.408	.167	-.408	1.000
internreguofcomp	-.250	1.000	-.250	.612	-.250	.612
workinstrojob	-.250	-.250	1.000	-.408	1.000	-.408
methdlogy	-.250	1.000	-.250	.612	-.250	.612

Table 4.6: Inter item correlation matrix2

Inter-Item Correlation Matrix			
	internreguofc omp	workinstrojob	methdlogy
Integratingemployee	-.250	-.250	-.250
Individuallaborcontract	1.000	-.250	1.000
LaborroTECTIONseminar	-.250	1.000	-.250
orientationdiscusstion	.612	-.408	.612
decsofjobassign	-.250	1.000	-.250
operartionhandbook	.612	-.408	.612
internreguofcomp	1.000	-.250	1.000
workinstrojob	-.250	1.000	-.250
methdlogy	1.000	-.250	1.000

Table 4.7: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.756	4.600	4.800	.200	1.043	.008	9
Inter-Item Correlations	.107	-.408	1.000	1.408	-2.449	.291	9

Table 4.8: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Integratingemployee	38.0000	4.000	-.280	.	.629
Individuallaborcontract	38.0000	2.500	.707	.	.320
LaborroTECTIONseminar	38.0000	3.500	.000	.	.555
orientationdiscusstion	38.2000	3.200	.102	.	.536
decsofjobassign	38.0000	3.500	.000	.	.555
operartionhandbook	38.2000	2.700	.389	.	.423
internreguofcomp	38.0000	2.500	.707	.	.320

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Table 4.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
workinstrojob	38.0000	3.500	.000	.	.555
methdlogy	38.0000	2.500	.707	.	.320

Table 4.9.1: Scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
42.8000	3.700	1.92354	9

**5.0 Results of Reliability Statistics, data analysis for [H05], Training human resources is shown below**

Table 5.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 5.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.444	.543	22

Table 5.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
TRAININGHR	4.6000	.54772	5
bacdegree	4.4000	.54772	5

Table 5.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
masdegree	4.0000	.70711	5
docdegree	4.0000	.70711	5
voctraining	2.2000	.83666	5
workplcapp	3.4000	1.14018	5
panel	3.2000	.83666	5
casestdy	2.8000	.83666	5
stdcasepaper	2.6000	.89443	5
Presentation	3.4000	1.51658	5
demonstration	4.6000	.54772	5
Elaborationofspecificproj ects	4.2000	.83666	5
Jobrotation	3.0000	1.00000	5
Researchproject	3.8000	.83666	5
Managersimulation	3.0000	1.00000	5
Managerialgame	3.4000	.89443	5
incidencemethod	3.8000	1.30384	5
Informationseminar	3.6000	1.14018	5
referringtospecialtysites	3.6000	.89443	5
Prequalificationprogram me	3.6000	1.14018	5
Delegation	3.4000	.89443	5
mentoring	2.8000	.83666	5

Table 5.5: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.518	2.200	4.600	2.400	2.091	.406	22
Inter-Item Correlations	.051	-1.000	.930	1.930	-.930	.246	22

Table 5.6: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
TRAININGHR	72.8000	33.700	-.110	.	.461
bacdegree	73.0000	38.000	-.740	.	.528
masdegree	73.4000	31.800	.125	.	.433
docdegree	73.4000	28.300	.598	.	.356
voctraing	75.2000	27.200	.619	.	.336
workplcapp	74.0000	35.000	-.222	.	.513
panel	74.2000	32.200	.042	.	.447
casestdy	74.6000	35.800	-.320	.	.507
stdcasepaper	74.8000	24.200	.943	.	.252
Presentation	74.0000	41.500	-.537	.	.622
demonstration	72.8000	29.200	.642	.	.370
Elaborationofspecificproj ects	73.2000	34.700	-.213	.	.490
Jobrotation	74.4000	26.800	.531	.	.337
Researchproject	73.6000	27.300	.606	.	.338

Table 5.7: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Managerialsimulation	74.4000	26.800	.531	.	.337
Managerialgame	74.0000	29.000	.363	.	.384
incidencemethod	73.6000	30.300	.091	.	.444
Informationseminar	73.8000	33.700	-.128	.	.492
referringtospecialtysites	73.8000	28.700	.397	.	.377
Prequalificationprogram me	73.8000	29.700	.185	.	.417
Delegation	74.0000	33.000	-.049	.	.465
mentoring	74.6000	28.300	.483	.	.364

Table 5.8 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
77.4000	33.300	5.77062	22



**6.0 Results of Reliability Statistics, data analysis for [H06], Communicating with human resources is shown below**

Table 6.1: Case process summary

		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 6.2 : Reliability Statistics

Table 50 : Reliability Statistics  
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.756	.748	5

Table 6.3: Item statistics

Table 51: Item statistics  
Item Statistics

	Mean	Std. Deviation	N
CHR	4.8000	.44721	5
INFORM	4.4000	.89443	5
wrcommunication	4.8000	.44721	5
balancedscorecard	4.6000	.54772	5
instronactivities	4.8000	.44721	5

Table 6.4 : Inter item correlation matrix 1

Inter-Item Correlation Matrix					
	CHR	INFORM	wrcommuncat ion	balancedscor ecard	instronactivitie s
CHR	1.000	.875	1.000	.612	-.250
INFORM	.875	1.000	.875	.408	.250
wrcommuncation	1.000	.875	1.000	.612	-.250
balancedscorecard	.612	.408	.612	1.000	-.408
instronactivities	-.250	.250	-.250	-.408	1.000

Table 6.5: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.680	4.400	4.800	.400	1.091	.032	5
Inter-Item Correlations	.372	-.408	1.000	1.408	-2.449	.254	5

Table 6.6: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CHR	18.6000	2.800	.869	.	.619
INFORM	19.0000	1.500	.913	.	.533
wrcommuncation	18.6000	2.800	.869	.	.619
balancedscorecard	18.8000	3.200	.408	.	.750
instronactivities	18.6000	4.300	-.108	.	.868

Table 6.7: Scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
23.4000	4.300	2.07364	5

**7.0 Results of Reliability Statistics, data analysis for [H07], Human resource assessment with human resources is shown below**

Table 7.1: Case process summary

		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 7.2 : Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.663	.546	9

Table 7.3: Item statistics

	Mean	Std. Deviation	N
overallassessment	4.8000	.44721	5
workproductivity	4.8000	.44721	5
managementbyobjec	4.8000	.44721	5

Table 7.4: Item statistics

	Mean	Std. Deviation	N
diagnosticanalysis	4.4000	.89443	5
Notation	4.8000	.44721	5
Functionalevaluation	4.4000	.89443	5
Selfassessmenttest	4.8000	.44721	5
graphicalscaleassess	4.8000	.44721	5
behaviorschecklistmetho	4.8000	.44721	5

Table 7.5: Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	overallassessment	workproductivity	managementbyobjec	diagnosticanalysis	Notation	Functionalevaluation
overallassessment	1.000	-.250	-.250	-.375	-.250	-.375
workproductivity	-.250	1.000	-.250	.875	1.000	.875
managementbyobjec	-.250	-.250	1.000	-.375	-.250	-.375
diagnosticanalysis	-.375	.875	-.375	1.000	.875	1.000
Notation	-.250	1.000	-.250	.875	1.000	.875
Functionalevaluation	-.375	.875	-.375	1.000	.875	1.000
Selfassessmenttest	-.250	-.250	-.250	.250	-.250	.250
graphicalscaleassess	-.250	-.250	-.250	.250	-.250	.250
behaviorschecklistmetho	-.250	-.250	-.250	.250	-.250	.250

Table 7.6: Inter item correlation matrix 2

Inter-Item Correlation Matrix			
	Selfassessmenttest	graphicalscaleassess	behaviorschecklistmethod
overallassessment	-.250	-.250	-.250
workproductivity	-.250	-.250	-.250
managementbyobjec	-.250	-.250	-.250
diagnosticanalysis	.250	.250	.250
Notation	-.250	-.250	-.250
Functionalevaluation	.250	.250	.250
Selfassessmenttest	1.000	1.000	1.000
graphicalscaleassess	1.000	1.000	1.000
behaviorschecklistmetho	1.000	1.000	1.000

Table 7.7: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.711	4.400	4.800	.400	1.091	.031	9
Inter-Item Correlations	.118	-.375	1.000	1.375	-2.667	.269	9



Table 7.8: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
overallassessment	37.6000	8.300	-.466	.	.757
workproductivity	37.6000	5.800	.604	.	.591

Table 7.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
managementbyobjec	37.6000	8.300	-.466	.	.757
diagnosticanalysis	38.0000	3.500	.896	.	.424
Notation	37.6000	5.800	.604	.	.591
Functionalevaluation	38.0000	3.500	.896	.	.424
Selfassessmenttest	37.6000	6.300	.356	.	.635
graphicalscaleassess	37.6000	6.300	.356	.	.635
behaviorschecklistmetho	37.6000	6.300	.356	.	.635

Table 7.9.1 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
42.4000	7.300	2.70185	9

**8.0 Results of Reliability Statistics, data analysis for [H08], Career development with human resources is shown below**

Table 8.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 8.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.786	6

Table 8.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
Jobanalysis	4.6000	.54772	5
Careerplan	4.6000	.54772	5
mentoring	3.4000	.54772	5
tutoring	4.8000	.44721	5
coaching	4.6000	.54772	5
CAREERDEV	4.6000	.54772	5

Table 8.4 : Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	Jobanalysis	Careerplan	mentoring	tutoring	coaching	CAREERDEV
Jobanalysis	1.000	.167	.667	.612	1.000	.167
Careerplan	.167	1.000	-.167	.612	.167	.167
mentoring	.667	-.167	1.000	.408	.667	-.167
tutoring	.612	.612	.408	1.000	.612	.612
coaching	1.000	.167	.667	.612	1.000	.167
CAREERDEV	.167	.167	-.167	.612	.167	1.000

Table 8.5: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.433	3.400	4.800	1.400	1.412	.263	6
Item Variances	.283	.200	.300	.100	1.500	.002	6
Inter-Item Correlations	.379	-.167	1.000	1.167	-6.000	.110	6

Table 8.6: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Jobanalysis	22.0000	3.000	.791	.	.667
Careerplan	22.0000	4.000	.228	.	.812
mentoring	23.2000	3.700	.380	.	.777
tutoring	21.8000	3.200	.875	.	.664
coaching	22.0000	3.000	.791	.	.667
CAREERDEV	22.0000	4.000	.228	.	.812

Table 8.7 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
26.6000	4.800	2.19089	6

**9.0 Results of Reliability Statistics, data analysis for [H09], Human resource promotion with human resources is shown below**

Table 9.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 9.2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.776	6

Table 9.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
HRPRO	4.4000	.89443	5
GRANTINGGRADATION	4.2000	.83666	5
consulting	4.4000	.89443	5
withmajorobjective	4.6000	.89443	5
Jobdescription	4.4000	.89443	5
Listofpositions	4.4000	.89443	5

Table 9.4 : Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	HRPRO	GRANTINGGRADATION	consulting	withmajorobjective	Jobdescription	Listofpositions
HRPRO	1.000	.535	.688	.875	.062	.688
GRANTINGGRADATION	.535	1.000	.869	.802	-.802	.535
consulting	.688	.869	1.000	.875	-.562	.688
withmajorobjective	.875	.802	.875	1.000	-.375	.875
Jobdescription	.062	-.802	-.562	-.375	1.000	-.250
Listofpositions	.688	.535	.688	.875	-.250	1.000

Table 9.5: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.400	4.200	4.600	.400	1.095	.016	6
Inter-Item Correlations	.367	-.802	.875	1.677	-1.091	.333	6

Table 9.6: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HRPRO	22.0000	8.000	.889	.	.641
GRANTINGGRADATION	22.2000	9.700	.556	.	.735
consulting	22.0000	8.500	.767	.	.676
withmajorobjective	21.8000	7.700	.967	.	.617
Jobdescription	22.0000	15.500	-.426	.	.935
Listofpositions	22.0000	8.500	.767	.	.676

Table 9.7 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
26.4000	13.300	3.64692	6

**10.0 Results of Reliability Statistics, data analysis for [H10], Relationships with special stakeholders is shown below**

Table 10.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 10.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.578	.620	9

Table 10.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
RLEAWITHSTAKEHOLDE R	4.8000	.44721	5
stakeholdervisit	4.6000	.54772	5
stakeholderinculsi on	4.4000	.89443	5
STHMAJREVENTS	4.6000	.54772	5
sendingcards	4.4000	.54772	5



Table 10.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
holidays	4.0000	.70711	5
finacialincentives	4.4000	.54772	5
commission	4.0000	.70711	5
stakeholdersponser	4.6000	.54772	5

Table 10.5: Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	RLEAWITHSTAKEHOLDER	stakeholdervisit	stakeholderinculsiion	STHMAJREVENTS	sendingcards	holidays
RLEAWITHSTAKEHOLDER	1.000	.612	-.375	.612	.408	.000
stakeholdervisit	.612	1.000	.408	1.000	.667	.000
stakeholderinculsiion	-.375	.408	1.000	.408	.102	-.395
STHMAJREVENTS	.612	1.000	.408	1.000	.667	.000
sendingcards	.408	.667	.102	.667	1.000	.645
holidays	.000	.000	-.395	.000	.645	1.000
finacialincentives	-.612	-.167	.102	-.167	.167	.645
commission	.791	.645	.000	.645	.000	-.500
stakeholdersponser	-.408	.167	.919	.167	-.167	-.645

Table 10.6: Inter item correlation matrix2

Inter-Item Correlation Matrix			
	finacialincentives	commission	stakeholdersponser
RLEAWITHSTAKEHOLDER	-.612	.791	-.408
stakeholdervisit	-.167	.645	.167
stakeholderinculsiion	.102	.000	.919
STHMAJREVENTS	-.167	.645	.167
sendingcards	.167	.000	-.167
holidays	.645	-.500	-.645
finacialincentives	1.000	-.645	-.167
commission	-.645	1.000	.000
stakeholdersponser	-.167	.000	1.000

Table 10.7: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.422	4.000	4.800	.800	1.200	.074	9
Inter-Item Correlations	.154	-.645	1.000	1.645	-1.549	.213	9

Table 10.8: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RLEAWITHSTAKEHOLDER	35.0000	6.500	.219	.	.563
stakeholdervisit	35.2000	4.700	.926	.	.365
stakeholderinculson	35.4000	5.300	.267	.	.561
STHMAJREVENTS	35.2000	4.700	.926	.	.365
sendingcards	35.4000	5.300	.634	.	.453

Table 10.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
holidays	35.8000	7.200	-.132	.	.667
finacialincentives	35.4000	7.300	-.135	.	.642
commission	35.8000	6.200	.142	.	.590
stakeholdersponser	35.2000	6.700	.071	.	.597

Table 10.9.1 : Scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
39.8000	7.200	2.68328	9

**11.0 Results of Reliability Statistics, data analysis for [H11], Motivating human resources is shown below**

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Table 11.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
Total		5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 11.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.536	.513	7

Table 11.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
Positiveverbalfeedback	4.4000	.89443	5
Negativeverbalfeedback	4.8000	.44721	5
Jobextension	4.8000	.44721	5
Jobenrichment	4.8000	.44721	5
Salary	4.8000	.44721	5
Bonus	4.8000	.44721	5
Gratification	4.8000	.44721	5

Table 11.4: Inter item correlation matrix 1

Inter-Item Correlation Matrix					
	Positiveverbal feedback	Negativeverbal feedback	Jobextension	Jobenrichment	Salary
Positiveverbalfeedback	1.000	.875	-.375	-.375	.875
Negativeverbalfeedback	.875	1.000	-.250	-.250	1.000
Jobextension	-.375	-.250	1.000	-.250	-.250
Jobenrichment	-.375	-.250	-.250	1.000	-.250
Salary	.875	1.000	-.250	-.250	1.000
Bonus	-.375	-.250	1.000	-.250	-.250
Gratification	.875	1.000	-.250	-.250	1.000



Table 11.5: Inter item correlation matrix2

	Bonus	Gratification
Positiveverbalfeedback	-.375	.875
Negativeverbalfeedback	-.250	1.000
Jobextension	1.000	-.250
Jobenrichment	-.250	-.250
Salary	-.250	1.000
Bonus	1.000	-.250
Gratification	-.250	1.000

Table 11.6: Summary Item statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.743	4.400	4.800	.400	1.091	.023	7
Inter-Item Correlations	.131	-.375	1.000	1.375	-2.667	.344	7

Table 11.7: Item total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Positiveverbalfeedback	28.8000	1.700	.514	.	.353
Negativeverbalfeedback	28.4000	2.300	.885	.	.261

Table 11.8: Item total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Jobextension	28.4000	3.800	-.172	.	.632
Jobenrichment	28.4000	4.300	-.431	.	.698
Salary	28.4000	2.300	.885	.	.261
Bonus	28.4000	3.800	-.172	.	.632
Gratification	28.4000	2.300	.885	.	.261

**12.0 Results of Reliability Statistics, data analysis for [H12], Human resource labor and social protection is shown below**

Table 12.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
Total		5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 12.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.595	.589	12

Table 12.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
HRlabourandsocialprotection	4.6000	.54772	5
laborprotectiontraining	4.8000	.44721	5
Laborprotectionandsafety standards	4.8000	.44721	5

Table 12.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
Minimumsalary	4.6000	.54772	5
Salaryindexation	4.4000	.54772	5
Individuallaborcontract	4.8000	.44721	5
Unemploymentcompensation	4.8000	.44721	5
Collectivelaborcontract	4.8000	.44721	5
dialogsocialmeetings	4.6000	.89443	5
Tradeunion	4.6000	.54772	5
Enterprisecommittee	4.8000	.44721	5
Negotiation	4.6000	.54772	5

Table 12.5 : Inter item correlation matrix1

Inter-Item Correlation Matrix					
	HRLabourand socialprotecti on	laborprotectio ntraining	Laborprotecti onandsafetyst andards	Minimumsala ry	Salaryindexati on
HRLabourandsocialprotec tion	1.000	-.408	.612	.167	-.167
laborprotectiontraining	-.408	1.000	-.250	.612	.408
Laborprotectionandsafety standards	.612	-.250	1.000	-.408	-.612
Minimumsalary	.167	.612	-.408	1.000	.667
Salaryindexation	-.167	.408	-.612	.667	1.000
Individuallaborcontract	.612	-.250	-.250	.612	.408
Unemploymentcompens ation	-.408	1.000	-.250	.612	.408
Collectivelaborcontract	.612	-.250	-.250	.612	.408
dialogsocialmeetings	-.408	1.000	-.250	.612	.408
Tradeunion	.167	-.408	.612	-.667	-1.000
Enterprisecommittee	.612	-.250	1.000	-.408	-.612
Negotiation	.167	.612	-.408	1.000	.667

Table 12.6: Inter item correlation matrix2

Inter-Item Correlation Matrix					
	Individuallabo rcontract	Unemployme ntcompensati on	Collectivelabo rcontract	dialogsocialm eetings	Tradeunion
HRLabourandsocialprotec tion	.612	-.408	.612	-.408	.167
laborprotectiontraining	-.250	1.000	-.250	1.000	-.408
Laborprotectionandsafety standards	-.250	-.250	-.250	-.250	.612
Minimumsalary	.612	.612	.612	.612	-.667
Salaryindexation	.408	.408	.408	.408	-1.000
Individuallaborcontract	1.000	-.250	1.000	-.250	-.408
Unemploymentcompens ation	-.250	1.000	-.250	1.000	-.408
Collectivelaborcontract	1.000	-.250	1.000	-.250	-.408
dialogsocialmeetings	-.250	1.000	-.250	1.000	-.408
Tradeunion	-.408	-.408	-.408	-.408	1.000
Enterprisecommittee	-.250	-.250	-.250	-.250	.612
Negotiation	.612	.612	.612	.612	-.667

Table 12.7: Inter item correlation matrix3

**Inter-Item Correlation Matrix**

	Enterprisecommittee	Negotiation
HRlabourandsocialprotection	.612	.167
laborprotectiontraining	-.250	.612
Laborprotectionandsafetystandards	1.000	-.408
Minimumsalary	-.408	1.000
Salaryindexation	-.612	.667
Individuallaborcontract	-.250	.612
Unemploymentcompensation	-.250	.612
Collectivelaborcontract	-.250	.612
dialogsocialmeetings	-.250	.612
Tradeunion	.612	-.667
Enterprisecommittee	1.000	-.408
Negotiation	-.408	1.000

Table 12.8: Summary Item statistics

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.683	4.400	4.800	.400	1.091	.018	12
Inter-Item Correlations	.107	-1.000	1.000	2.000	-1.000	.286	12

Table 12.9: Item total statistics

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
HRlabourandsocialprotection	51.6000	6.800	.210	.	.582
laborprotectiontraining	51.4000	6.300	.535	.	.524
Laborprotectionandsafetystandards	51.4000	7.800	-.120	.	.635
Minimumsalary	51.6000	5.300	.833	.	.436
Salaryindexation	51.8000	6.700	.247	.	.575
Individuallaborcontract	51.4000	6.800	.300	.	.566
Unemploymentcompensation	51.4000	6.300	.535	.	.524
Collectivelaborcontract	51.4000	6.800	.300	.	.566
dialogsocialmeetings	51.6000	5.300	.389	.	.540
Tradeunion	51.6000	9.300	-.569	.	.722
Enterprisecommittee	51.4000	7.800	-.120	.	.635
Negotiation	51.6000	5.300	.833	.	.436



Table 12.9.1 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
56.2000	7.700	2.77489	12

**13.0 Results of Reliability Statistics, data analysis for [H13], Modeling the organizational culture of human resource is shown below**

Table 13.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 13.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.648	.612	15

Table 13.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
MODELINGORGNCULTURE	4.8000	.44721	5
Organizationalcultureaudi	4.6000	.54772	5
Organizationaltransformat	4.4000	.54772	5

Table 13.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
newstories	4.6000	.54772	5
Newmyths	4.6000	.54772	5
newrituals	4.4000	.54772	5
Newceremonies	4.4000	.54772	5
Casestudy	4.2000	.44721	5
Employeeerolechange	4.2000	.83666	5
Employeeestatusremodeling	4.4000	1.34164	5
Formalorganizationalnorm	4.6000	.54772	5
Organizationalnorm	4.4000	.54772	5
TheLundbergmodel	4.6000	.54772	5
TheScheinmodel	4.4000	.54772	5
Leadership	4.6000	.54772	5

Table 13.5: Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	MODELINGORGNCULTURE	Organizationalcultureaudit	Organizationaltransformation	newstories	Newmyths	newrituals
MODELINGORGNCULTURE	1.000	-.408	.408	.612	-.408	.408
Organizationalcultureaudit	-.408	1.000	-.167	.167	1.000	-.167
Organizationaltransformation	.408	-.167	1.000	.667	-.167	1.000
newstories	.612	.167	.667	1.000	.167	.667
Newmyths	-.408	1.000	-.167	.167	1.000	-.167
newrituals	.408	-.167	1.000	.667	-.167	1.000
Newceremonies	-.612	.667	.167	-.167	.667	.167
Casestudy	.250	-.612	.612	.408	-.612	.612
Employeeerolechange	.134	.218	.873	.764	.218	.873
Employeeestatusremodeling	-.250	.612	.408	.612	.612	.408
Formalorganizationalnorm	.612	-.667	.667	.167	-.667	.667
Organizationalnorm	-.612	.667	.167	-.167	.667	.167
TheLundbergmodel	.612	-.667	-.167	.167	-.667	-.167
TheScheinmodel	.408	-1.000	.167	-.167	-1.000	.167
Leadership	.612	.167	-.167	.167	.167	-.167

Table 13.6 : Inter item correlation matrix 1

Inter-Item Correlation Matrix						
	Newceremonies	Casestudy	Employee role change	Employee status remodeling	Formal organizational norm	Organizational norm
MODELING ORGNCULTURE	-.612	.250	.134	-.250	.612	-.612
Organizational culture audit	.667	-.612	.218	.612	-.667	.667
Organizational transformation	.167	.612	.873	.408	.667	.167
new stories	-.167	.408	.764	.612	.167	-.167
New myths	.667	-.612	.218	.612	-.667	.667
new rituals	.167	.612	.873	.408	.667	.167
New ceremonies	1.000	-.408	.327	.408	-.167	1.000
Casestudy	-.408	1.000	.535	.250	.408	-.408
Employee role change	.327	.535	1.000	.802	.218	.327
Employee status remodeling	.408	.250	.802	1.000	-.408	.408
Formal organizational norm	-.167	.408	.218	-.408	1.000	-.167
Organizational norm	1.000	-.408	.327	.408	-.167	1.000
The Lundberg model	-1.000	.408	-.327	-.408	.167	-1.000
The Schein model	-.667	.612	-.218	-.612	.667	-.667
Leadership	-.167	-.612	-.327	-.408	.167	-.167

Table 13.7: Inter item correlation matrix2

Inter-Item Correlation Matrix			
	The Lundberg model	The Schein model	Leadership
MODELING ORGNCULTURE	.612	.408	.612
Organizational culture audit	-.667	-1.000	.167
Organizational transformation	-.167	.167	-.167
new stories	.167	-.167	.167
New myths	-.667	-1.000	.167
new rituals	-.167	.167	-.167
New ceremonies	-1.000	-.667	-.167
Casestudy	.408	.612	-.612
Employee role change	-.327	-.218	-.327
Employee status remodeling	-.408	-.612	-.408
Formal organizational norm	.167	.667	.167
Organizational norm	-1.000	-.667	-.167
The Lundberg model	1.000	.667	.167
The Schein model	.667	1.000	-.167
Leadership	.167	-.167	1.000

Table 13.8: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.480	4.200	4.800	.600	1.143	.027	15
Inter-Item Correlations	.095	-1.000	1.000	2.000	-1.000	.256	15

Table 13.9: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MODELINGORGNCULTURE	62.4000	14.800	.203	.	.640
Organizationalcultureaudit	62.6000	14.800	.142	.	.648
Organizationaltransformation	62.8000	12.200	.836	.	.556
newstories	62.6000	12.300	.807	.	.560
Newmyths	62.6000	14.800	.142	.	.648
newrituals	62.8000	12.200	.836	.	.556
Newceremonies	62.8000	14.700	.167	.	.645
Casestudy	63.0000	14.500	.294	.	.631
Employeeerolechange	63.0000	10.000	.945	.	.485
Employeeestatusremodeling	62.8000	9.700	.503	.	.588
Formalorganizationalnorm	62.6000	14.800	.142	.	.648
Organizationalnorm	62.8000	14.700	.167	.	.645
TheLundbergmodel	62.6000	17.300	-.417	.	.710
TheScheinmodel	62.8000	17.200	-.396	.	.708
Leadership	62.6000	16.300	-.203	.	.687

**14.0 Results of Reliability Statistics, data analysis for [H14], The efficiency of using human resources is shown below**

Table 14.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.



Table 14.2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.652	.673	7

Table 14.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
EFFICIENCYUSINGhr	4.6000	.54772	5
workproductivityperemployee	4.8000	.44721	5
salarycost	4.4000	.89443	5
staffcost	4.6000	.89443	5
Averageprofitperemployee	4.4000	.89443	5

Table 14.4: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
Dividendpershare	4.6000	.54772	5
companysharevalue	4.8000	.44721	5

Table 14.5 : Inter item correlation matrix1

Inter-Item Correlation Matrix					
	EFFICIENCY USINGhr	workproductivityperemployee	salarycost	staffcost	Averageprofitperemployee
EFFICIENCYUSINGhr	1.000	-.408	.408	.612	.408
workproductivityperemployee	-.408	1.000	.250	-.250	.250
salarycost	.408	.250	1.000	-.375	-.250
staffcost	.612	-.250	-.375	1.000	.875
Averageprofitperemployee	.408	.250	-.250	.875	1.000
Dividendpershare	1.000	-.408	.408	.612	.408
companysharevalue	.612	-.250	.875	-.250	-.375

Table 14.6: Inter item correlation matrix2

Inter-Item Correlation Matrix		
	Dividendpers hare	companyshar evalue
EFFICIENCYUSINGhr	1.000	.612
workproductivityperemplo yee	-.408	-.250
salarycost	.408	.875
staffcost	.612	-.250
Averageprofitperemploye e	.408	-.375
Dividendpershare	1.000	.612
companysharevalue	.612	1.000

Table 14.7: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.600	4.400	4.800	.400	1.091	.027	7
Inter-Item Correlations	.227	-.408	1.000	1.408	-2.449	.225	7

Table 14.8: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EFFICIENCYUSINGhr	27.6000	5.300	.833	.	.498
workproductivityperemplo yee	27.4000	7.800	-.120	.	.708
salarycost	27.8000	6.200	.157	.	.697
staffcost	27.6000	5.300	.389	.	.611
Averageprofitperemploye e	27.8000	5.200	.417	.	.600
Dividendpershare	27.6000	5.300	.833	.	.498
companysharevalue	27.4000	6.800	.300	.	.635

Table 14.9 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
32.2000	7.700	2.77489	7

**15.0 Results of Reliability Statistics, data analysis for [H15], organizational performance is shown below**

Table 15.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 15.2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.533	.431	33

Table 15.3: Item statistics

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**Item Statistics**

	Mean	Std. Deviation	N
MeasuringEfficiency	4.8000	.44721	5
Businessefficiency	4.8000	.44721	5
identificationofeffiecientpr ocesstoconvertinputoutput	4.8000	.44721	5
efficientconversionofinputt ooutput	4.8000	.44721	5
usingoptionalprocessi mplementation	4.4000	.89443	5
Tomaximizeoutputporterst otalproductivitymaintenan cesystem	4.4000	.89443	5
Suggeliminsixloses	4.4000	.89443	5
reducedyieldfromstartup	4.6000	.54772	5
tostableproduction	4.6000	.54772	5
processdefects	4.8000	.44721	5
reducedspeed	4.6000	.54772	5
idlingandminorstoppages	4.8000	.44721	5
setupandadjustment	4.6000	.54772	5
Organizationefficiency	4.8000	.44721	5
organisationstructurecult urecommunity	4.8000	.44721	5
productivityprofitabilityqual ity	4.6000	.54772	5
measuringorgnisationeffi eciencyby	4.8000	.44721	5
Organizationstrategy	4.6000	.54772	5
corporatestructuredesign	4.8000	.44721	5
developmentofcorpandem plytask	4.8000	.44721	5
<b>EFFIECTIVENESS</b>	4.8000	.44721	5
effecthasrelationonoutput outcomeimpact	4.8000	.44721	5
impactonsalequacreatval addedinnovtcostreduct	4.8000	.44721	5
effectoforgncanbechecke dbyTE	4.8000	.44721	5
productivity	4.6000	.54772	5
quality	4.8000	.44721	5
deliverrable	4.4000	.89443	5
safetysocialresponsible	4.8000	.44721	5
<b>TOTALMAINTAINENNCES SYSTEM</b>	4.8000	.44721	5
maintaince	4.8000	.44721	5
preventionsystem	4.6000	.54772	5
maintainbiltiyimprovement	4.6000	.54772	5
<b>TOTALPARTICIPATIONOF EMPLOYEE</b>	4.8000	.44721	5



Table 15.4: Inter item correlation matrix I

Inter-Item Correlation Matrix					
	Measuring Efficiency	Business efficiency	identification of efficient processes to convert input to output	efficient conversion of input to output	using optional process implementation
Measuring Efficiency	1.000	-.250	-.250	-.250	.250
Business efficiency	-.250	1.000	1.000	-.250	.875
identification of efficient processes to convert input to output	-.250	1.000	1.000	-.250	.875
efficient conversion of input to output	-.250	-.250	-.250	1.000	-.375
using optional process implementation	.250	.875	.875	-.375	1.000
To maximize output per total productivity maintenance system	.250	-.375	-.375	.875	-.250
Suggesting six losses	.875	.250	.250	-.375	.688
reduced yield from startup	-.408	-.408	-.408	.612	-.612
to stable production	-.408	-.408	-.408	.612	-.612
process defects	1.000	-.250	-.250	-.250	.250
reduced speed	-.408	-.408	-.408	.612	-.612
idling and minor stoppages	-.250	-.250	-.250	-.250	-.375
setup and adjustment	.612	-.408	-.408	.612	-.102
Organization efficiency	-.250	-.250	-.250	1.000	-.375
organisation structure culture community	-.250	1.000	1.000	-.250	.875
productivity profitability quality	.612	-.408	-.408	.612	-.102
measuring organisation efficiency by	-.250	1.000	1.000	-.250	.875
Organization strategy	-.408	-.408	-.408	.612	-.612
corporate structure design	-.250	1.000	1.000	-.250	.875
development of corporate task	-.250	-.250	-.250	-.250	-.375
EFFI ECTIVENESS	-.250	-.250	-.250	-.250	-.375
effect as relation on output outcome impact	-.250	1.000	1.000	-.250	.875
impact on sale quality added in new cost reduced	-.250	1.000	1.000	-.250	.875
effect of org can be checked by TE	1.000	-.250	-.250	-.250	.250
productivity	-.408	-.408	-.408	.612	-.612
quality	-.250	-.250	-.250	-.250	-.375
deliverable	.250	.875	.875	-.375	1.000
safety social responsible	-.250	-.250	-.250	-.250	-.375
TOTAL MAINTAINENCE SYSTEM	-.250	-.250	-.250	-.250	-.375
maintaince	-.250	-.250	-.250	1.000	-.375
prevention system	.612	-.408	-.408	.612	-.102
maintainbilty improvement	.612	-.408	-.408	.612	-.102
TOTAL PARTICIPATION OF EMPLOYEE	-.250	1.000	1.000	-.250	.875

Table 15.5: Inter item correlation matrix2

Inter-Item Correlation Matrix					
	To maximize output per total productivity maintenance system	Suggest to minimize losses	reduced yield from startup	to stable production	process defects
Measuring Efficiency	.250	.875	-.408	-.408	1.000
Business efficiency	-.375	.250	-.408	-.408	-.250
identification of efficient processes to convert input to output	-.375	.250	-.408	-.408	-.250
efficient conversion of input to output	.875	-.375	.612	.612	-.250
using optional process implementation	-.250	.688	-.612	-.612	.250
To maximize output per total productivity maintenance system	1.000	.062	.408	.408	.250
Suggest to minimize losses	.062	1.000	-.612	-.612	.875
reduced yield from startup	.408	-.612	1.000	.167	-.408
to stable production	.408	-.612	.167	1.000	-.408
process defects	.250	.875	-.408	-.408	1.000
reduced speed	.408	-.612	.167	1.000	-.408
idling and minor stoppages	-.375	-.375	.612	-.408	-.250
setup and adjustment	.919	.408	.167	.167	.612
Organization efficiency	.875	-.375	.612	.612	-.250
organisation structure culture community	-.375	.250	-.408	-.408	-.250
productivity profitability quality	.919	.408	.167	.167	.612
measuring organisation efficiency by	-.375	.250	-.408	-.408	-.250
Organization strategy	.408	-.612	.167	1.000	-.408
corporate structure design	-.375	.250	-.408	-.408	-.250
development of corporate task	-.375	-.375	-.408	.612	-.250
EFFECTIVENESS	-.375	-.375	-.408	.612	-.250
effect has relation on output outcome impact	-.375	.250	-.408	-.408	-.250
impact on sales creative value added innovation cost reduction	-.375	.250	-.408	-.408	-.250
effect of organization can be checked by TE	.250	.875	-.408	-.408	1.000
productivity	.408	-.612	.167	1.000	-.408
quality	-.375	-.375	-.408	.612	-.250
deliverable	-.250	.688	-.612	-.612	.250
safety social responsible	-.375	-.375	-.408	.612	-.250
TOTAL MAINTENANCE SYSTEM	-.375	-.375	.612	-.408	-.250
maintainance	.875	-.375	.612	.612	-.250
prevention system	.919	.408	.167	.167	.612
maintainability improvement	.919	.408	.167	.167	.612
TOTAL PARTICIPATION OF EMPLOYEE	-.375	.250	-.408	-.408	-.250

Table 15.6: Inter item correlation matrix3

Inter-Item Correlation Matrix					
	reduced speed	idling and minor stoppages	setup and adjustment	Organizational efficiency	organizational structure culture community
Measuring Efficiency	-.408	-.250	.612	-.250	-.250
Business efficiency	-.408	-.250	-.408	-.250	1.000
identification of efficient process to convert input to output	-.408	-.250	-.408	-.250	1.000
efficient conversion of input to output	.612	-.250	.612	1.000	-.250
using optional process implementation	-.612	-.375	-.102	-.375	.875
To maximize output per total productivity maintenance system	.408	-.375	.919	.875	-.375
Suggest to minimize losses	-.612	-.375	.408	-.375	.250
reduced yield from startup to stable production	.167	.612	.167	.612	-.408
process defects	-.408	-.250	.612	-.250	-.250
reduced speed	1.000	-.408	.167	.612	-.408
idling and minor stoppages	-.408	1.000	-.408	-.250	-.250
setup and adjustment	.167	-.408	1.000	.612	-.408



Organizationefficiency	.612	-.250	.612	1.000	-.250
organisationstructurecult urecommunity	-.408	-.250	-.408	-.250	1.000
productivityprofitabilityqual ity	.167	-.408	1.000	.612	-.408
measuringorgnisationeffi eciencyby	-.408	-.250	-.408	-.250	1.000
Organizationstrategy	1.000	-.408	.167	.612	-.408
corporatestructuredesign	-.408	-.250	-.408	-.250	1.000
developmentofcorpandem plytask	.612	-.250	-.408	-.250	-.250
EFFIECTIVENESS	.612	-.250	-.408	-.250	-.250
effecthasrelationonoutput outcomeimpact	-.408	-.250	-.408	-.250	1.000
impactonsalequacreatval addedinnovtcostreduct	-.408	-.250	-.408	-.250	1.000
effectoforgncanbechecke dbyTE	-.408	-.250	.612	-.250	-.250
productivity	1.000	-.408	.167	.612	-.408
quality	.612	-.250	-.408	-.250	-.250
deliverrable	-.612	-.375	-.102	-.375	.875
safetysocialresponsible	.612	-.250	-.408	-.250	-.250
TOTALMAINTAINENNCES YSTEM	-.408	1.000	-.408	-.250	-.250
maintaince	.612	-.250	.612	1.000	-.250
preventionsystem	.167	-.408	1.000	.612	-.408
maintainbiltyimprovement	.167	-.408	1.000	.612	-.408
TOTALPARTICIPATIONOF EMPLOYEE	-.408	-.250	-.408	-.250	1.000



Table 15.7 : Inter item correlation matrix4

Inter-Item Correlation Matrix					
	productivityprofitabilityquality	measuringorganisationefficiencyby	Organizations strategy	corporatestructuredesign	developmentofcorporateandemployee task
MeasuringEfficiency	.612	-.250	-.408	-.250	-.250
Business efficiency	-.408	1.000	-.408	1.000	-.250
identificationofefficientprocesses to convert input output	-.408	1.000	-.408	1.000	-.250
efficient conversion of input to output	.612	-.250	.612	-.250	-.250
using optional process implementation	-.102	.875	-.612	.875	-.375
To maximize output per total productivity maintenance system	.919	-.375	.408	-.375	-.375
Suggest eliminating losses	.408	.250	-.612	.250	-.375
reduced yield from startup	.167	-.408	.167	-.408	-.408
lost production	.167	-.408	1.000	-.408	.612
process defects	.612	-.250	-.408	-.250	-.250
reduced speed	.167	-.408	1.000	-.408	.612
idling and minor stoppages	-.408	-.250	-.408	-.250	-.250
setup and adjustment	1.000	-.408	.167	-.408	-.408
Organization efficiency	.612	-.250	.612	-.250	-.250
organisation structure community	-.408	1.000	-.408	1.000	-.250
productivity profitability quality	1.000	-.408	.167	-.408	-.408
measuring organisation efficiency by	-.408	1.000	-.408	1.000	-.250
Organization strategy	.167	-.408	1.000	-.408	.612
corporate structure design	-.408	1.000	-.408	1.000	-.250
development of corporate and employee task	-.408	-.250	.612	-.250	1.000
EFFECTIVENESS	-.408	-.250	.612	-.250	1.000
effect has relation on output outcome impact	-.408	1.000	-.408	1.000	-.250
impact on sales quality added in new cost reduction	-.408	1.000	-.408	1.000	-.250
effect of organization can be checked by TE	.612	-.250	-.408	-.250	-.250
productivity	.167	-.408	1.000	-.408	.612
quality	-.408	-.250	.612	-.250	1.000
deliverable	-.102	.875	-.612	.875	-.375
safety social responsible	-.408	-.250	.612	-.250	1.000
TOTAL MAINTENANCE SYSTEM	-.408	-.250	-.408	-.250	-.250
maintainance	.612	-.250	.612	-.250	-.250
prevention system	1.000	-.408	.167	-.408	-.408
maintainability improvement	1.000	-.408	.167	-.408	-.408
TOTAL PARTICIPATION OF EMPLOYEE	-.408	1.000	-.408	1.000	-.250

Table 15.8: Inter item correlation matrix5

Inter-Item Correlation Matrix						
	EFFIETIVEN ESS	effecthasrelati ononoutputou tcomeimpact	impactonsale quacreatvalad dedinnovtcost reduct	effectoforgnca nbecheckedb yTE	productivity	quality
MeasuringEfficiency	-.250	-.250	-.250	1.000	-.408	-.250
Businessefficiency	-.250	1.000	1.000	-.250	-.408	-.250
identificationofefficientpr ocesstoconvertinputoutput t	-.250	1.000	1.000	-.250	-.408	-.250
efficientconversionofinput ooutput	-.250	-.250	-.250	-.250	.612	-.250
usingoptionalprocessi mplementation	-.375	.875	.875	.250	-.612	-.375
To maximize output porter st otal productivity maintainan cesystem	-.375	-.375	-.375	.250	.408	-.375
Suggelminsixloses	-.375	.250	.250	.875	-.612	-.375
reducedyieldfromstartup	-.408	-.408	-.408	-.408	.167	-.408
losttableproduction	.612	-.408	-.408	-.408	1.000	.612
processdefects	-.250	-.250	-.250	1.000	-.408	-.250
reducedspeed	.612	-.408	-.408	-.408	1.000	.612
idlingandminorstoppages	-.250	-.250	-.250	-.250	-.408	-.250
setupandadjustment	-.408	-.408	-.408	.612	.167	-.408
Organizationefficiency	-.250	-.250	-.250	-.250	.612	-.250
organisationstructurecult urecommunity	-.250	1.000	1.000	-.250	-.408	-.250
productivityprofitabilityqual ity	-.408	-.408	-.408	.612	.167	-.408
measuringorgnisationeffi ciency	-.250	1.000	1.000	-.250	-.408	-.250
Organizationstrategy	.612	-.408	-.408	-.408	1.000	.612
corporatestructuredesign	-.250	1.000	1.000	-.250	-.408	-.250
developmentofcorpandem plytask	1.000	-.250	-.250	-.250	.612	1.000
EFFIETIVENESS	1.000	-.250	-.250	-.250	.612	1.000
effecthasrelationonoutput outcomeimpact	-.250	1.000	1.000	-.250	-.408	-.250
Impactonsalequacreatval addedinnovtcostreduct	-.250	1.000	1.000	-.250	-.408	-.250
effectoforgnca nbechecked byTE	-.250	-.250	-.250	1.000	-.408	-.250
productivity	.612	-.408	-.408	-.408	1.000	.612
quality	1.000	-.250	-.250	-.250	.612	1.000
deliverrable	-.375	.875	.875	.250	-.612	-.375
safetysocialresponsible	1.000	-.250	-.250	-.250	.612	1.000
TOTALMAINTAINENNCES SYSTEM	-.250	-.250	-.250	-.250	-.408	-.250
maintaince	-.250	-.250	-.250	-.250	.612	-.250
preventionsystem	-.408	-.408	-.408	.612	.167	-.408
maintainbiltyimprovement	-.408	-.408	-.408	.612	.167	-.408
TOTALPARTICIPATIONOF EMPLOYEE	-.250	1.000	1.000	-.250	-.408	-.250



Table 15.9: Inter item correlation matrix6

	deliverrable	safetysocialre sponsible	TOTALMAINT AINENNCESY STEM	maintaince	preventionsys tem
MeasuringEfficiency	.250	-.250	-.250	-.250	.612
Businessefficiency	.875	-.250	-.250	-.250	-.408
Identificationofefficientpr ocesstoconvertinputoutput t	.875	-.250	-.250	-.250	-.408
efficientconversionofinputt ooutput	-.375	-.250	-.250	1.000	.612
usingoptionalprocessi mplementation	1.000	-.375	-.375	-.375	-.102
To maximize output per ster total productivity maintainan cesystem	-.250	-.375	-.375	.875	.919
Suggeliminsixloses	.688	-.375	-.375	-.375	.408
reducedyieldfromstartup	-.612	-.408	.612	.612	.167
to stable production	-.612	.612	-.408	.612	.167
processdefects	.250	-.250	-.250	-.250	.612
reducedspeed	-.612	.612	-.408	.612	.167
idlingandminorstoppages	-.375	-.250	1.000	-.250	-.408
setupandadjustment	-.102	-.408	-.408	.612	1.000
Organizationefficiency	-.375	-.250	-.250	1.000	.612
organisationstructurecult urecommunity	.875	-.250	-.250	-.250	-.408

productivityprofitabilityqual ity	-.102	-.408	-.408	.612	1.000
measuringorgnisationeffi cienyby	.875	-.250	-.250	-.250	-.408
Organizationstrategy	-.612	.612	-.408	.612	.167
corporatestructure design	.875	-.250	-.250	-.250	-.408
developmentofcorpandem plytask	-.375	1.000	-.250	-.250	-.408
EFFIECTIVENESS	-.375	1.000	-.250	-.250	-.408
effecthasrelationonoutput outcomeimpact	.875	-.250	-.250	-.250	-.408
impactonsalequacreatval addedinnovtcostreduct	.875	-.250	-.250	-.250	-.408
effectoforgncanbechecke dbyTE	.250	-.250	-.250	-.250	.612
productivity	-.612	.612	-.408	.612	.167
quality	-.375	1.000	-.250	-.250	-.408
deliverrable	1.000	-.375	-.375	-.375	-.102
safetysocialresponsible	-.375	1.000	-.250	-.250	-.408
TOTALMAINTAINENNCES YSTEM	-.375	-.250	1.000	-.250	-.408
maintaince	-.375	-.250	-.250	1.000	.612
preventionsystem	-.102	-.408	-.408	.612	1.000
maintainbiltyimprovement	-.102	-.408	-.408	.612	1.000
TOTALPARTICIPATIONOF EMPLOYEE	.875	-.250	-.250	-.250	-.408

Table 15.9.1 : Inter item correlation matrix7

<b>Inter-Item Correlation Matrix</b>		
	<b>maintainblity mprovement</b>	<b>TOTALPARTI CIPATIONOF EMPLOYEE</b>
<b>MeasuringEfficiency</b>	.612	-.250
<b>Businessefficiency</b>	-.408	1.000
<b>identificationofeffiecientpr ocesstoconvertinputoutput t</b>	-.408	1.000
<b>efficientconversionofinputt ooutput</b>	.612	-.250
<b>usingoptionalprocessi mplementation</b>	-.102	.875
<b>Tomaximizeoutputporterst otalproductivitymaintenan cesystem</b>	.919	-.375
<b>Suggeliminsixloses</b>	.408	.250
<b>reducedyieldfromstartup</b>	.167	-.408
<b>tostableproduction</b>	.167	-.408
<b>processdefects</b>	.612	-.250
<b>reducedspeed</b>	.167	-.408
<b>idlingandminorstoppages</b>	-.408	-.250
<b>setupandadjustment</b>	1.000	-.408
<b>Organizationefficiency</b>	.612	-.250
<b>organisationstructurecult urecommunity</b>	-.408	1.000

productivityprofitabilityquality	1.000	-.408
measuringorganisationefficiency	-.408	1.000
Organizationstrategy	.167	-.408
corporatestructuredesign	-.408	1.000
developmentofcorpandemplytask	-.408	-.250
EFFIECTIVENESS	-.408	-.250
effecthasrelationonoutputoutcomeimpact	-.408	1.000
impactonsalequacreatvaladdedinnovtcostreduct	-.408	1.000
effectoforgncanbecheckedbyTE	.612	-.250
productivity	.167	-.408
quality	-.408	-.250
deliverrable	-.102	.875
safetysocialresponsible	-.408	-.250
TOTALMAINTAINENNCESYSTEM	-.408	-.250
maintaince	.612	-.250
preventionsystem	1.000	-.408
maintainbiltyimprovement	1.000	-.408
TOTALPARTICIPATIONOFEMPLOYEE	-.408	1.000

Table 15.9.2: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.697	4.400	4.800	.400	1.091	.020	33
Inter-Item Correlations	.022	-.612	1.000	1.612	-1.633	.267	33



Table 15.9.3: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MeasuringEfficiency	150.2000	19.700	.151	.	.524
Businessefficiency	150.2000	19.200	.281	.	.511
identificationofefficientprocessstoconvertinputoutput	150.2000	19.200	.281	.	.511
efficientconversionofinputoutput	150.2000	18.700	.414	.	.497
usingoptionalprocessimplementation	150.6000	17.300	.323	.	.489
To maximize output per total productivity maintenance system	150.6000	16.300	.471	.	.456
Suggest eliminating losses	150.6000	17.800	.252	.	.505
reduced yield from startup	150.4000	22.300	-.406	.	.588
to stable production	150.4000	19.800	.082	.	.532
process defects	150.2000	19.700	.151	.	.524
reduced speed	150.4000	19.800	.082	.	.532
idling and minor stoppages	150.2000	24.200	-.886	.	.619
setup and adjustment	150.4000	17.800	.519	.	.476
Organization efficiency	150.2000	18.700	.414	.	.497
organisation structure culture community	150.2000	19.200	.281	.	.511
productivity profitability quality	150.4000	17.800	.519	.	.476
measuring organisation efficiency by	150.2000	19.200	.281	.	.511
Organization strategy	150.4000	19.800	.082	.	.532
corporate structure design	150.2000	19.200	.281	.	.511
development of corporate task	150.2000	21.700	-.336	.	.571
EFFECTIVENESS	150.2000	21.700	-.336	.	.571
effect has relation on output outcome impact	150.2000	19.200	.281	.	.511
impact on sales quality added innovation cost reduction	150.2000	19.200	.281	.	.511
effect of organization can be checked by TE	150.2000	19.700	.151	.	.524
productivity	150.4000	19.800	.082	.	.532
quality	150.2000	21.700	-.336	.	.571
deliverable	150.6000	17.300	.323	.	.489
safety social responsible	150.2000	21.700	-.336	.	.571
TOTAL MAINTENANCE SYSTEM	150.2000	24.200	-.886	.	.619
maintainence	150.2000	18.700	.414	.	.497
preventions system	150.4000	17.800	.519	.	.476

Table 15.9.4: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
maintainbiltyimprovement	150.4000	17.800	.519	.	.476
TOTALPARTICIPATIONOF EMPLOYEE	150.2000	19.200	.281	.	.511

Table 15.9.5 : scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
1.5500E2	20.500	4.52769	33

**16.0 Results of Reliability Statistics, data analysis for [H16], Knowledge management excellence is shown below**

Table 16.1: Case process summary

Case Processing Summary			
		N	%
Cases	Valid	5	100.0
	Excluded <sup>a</sup>	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

Table 16.2 : Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.417	.515	17

Table 16.3: Item statistics

Item Statistics			
	Mean	Std. Deviation	N
strategic PRIORITYMGTCOMMIT	4.4000	1.34164	5
ALIGNMTOFKMGOALSANDPRACORGBUSINSTRATEGIES	4.2000	1.30384	5
LONGTERGOALSTRGICOMMIT	4.2000	.83666	5
KNOWDANDITSROLSINBUSISTRATEGIES	4.6000	.54772	5
Strategicandknowledgeassetsandidentifygapswithown	4.6000	.54772	5
ASSESTHEKNOWPORTFOLIANDINTELECAPITAL	4.8000	.44721	5
ANNUALREPORT	4.6000	.54772	5
LINKKMTOVALUECREATION	4.4000	.54772	5
ECORETBMESTHEAMOU TOFKNOWLEDGEREUE DINTHEFORMOFPROP	4.6000	.54772	5
Presentationdeliverable	4.6000	.54772	5
Contributionofitsknowledge repositorytoclosingsales	4.6000	.54772	5
SeniorMGTSUPPORT	4.6000	.54772	5
organizationalknowledge	4.6000	.54772	5
HOWANDWHEREKMSIDVELOPEDINTHWECOM	4.4000	.89443	5
DEFINEANDMAPPINGTHEORGANIZATIONKNOWLEDGE	4.6000	.54772	5
ACQUIREINGFANDRETAINGBUILDINGANDRETAINGTHEASSET	4.4000	.54772	5
MAPPINGKMCAPTURINGCOMBININGCONNECTIO NREPEATING	4.4000	.89443	5

Table 16.4 : Inter item correlation matrix1

Inter-Item Correlation Matrix					
	strategic PRIORITYMGTCOMMIT	ALIGNMTOFKMGOALSANDPRACORGBUSINSTRATEGIES	LONGTERGOALSTRGICOMMIT	KNOWDANDITSROLSINBUSISTRATEGIES	Strategicandknowledgeassetsandidentifygapswithown
strategic PRIORITYMGTCOMMIT	1.000	-.343	-.535	-.408	.612
ALIGNMTOFKMGOALSANDPRACORGBUSINSTRATEGIES	-.343	1.000	-.046	-.210	-.210
LONGTERGOALSTRGICOMMIT	-.535	-.046	1.000	.218	-.873
KNOWDANDITSROLSINBUSISTRATEGIES	-.408	-.210	.218	1.000	.167
Strategicandknowledgeassetsandidentifygapswithown	.612	-.210	-.873	.167	1.000



Table 16.5 : Inter item correlation matrix2

Inter-Item Correlation Matrix					
	ASSESS THE KNOWPORTFOLI AND INNT ELE CAPITAL	ANNUAL REPORT	LINK KM TO VALUE CREATION	ECORET BME STHEAMOUT OF KNOWLEDGEREUE DINTHE FORM OF PROP	Presentation deliverable
strategic PRIORITY MGT COMMIT	-.250	.612	.408	.612	.612
ALIGNMENT OF KM GOALS AND PRACTICE OR BUSINESS STRATEGIES	-.343	-.210	.210	-.210	-.210
LONG TERM GOAL STRATEGIC COMMIT	.802	-.873	.327	-.873	-.873
KNOWLEDGE AND ITS ROLES IN BUSINESS STRATEGIES	.612	.167	-.167	.167	.167
Strategic and knowledge assets and identify gaps with own	-.408	1.000	-.167	1.000	1.000

Table 16.6 : Inter item correlation matrix3

Inter-Item Correlation Matrix					
	Contribution of its knowledge repository to closing sales	Senior MGT SUPPORT	organizational knowledge	HOW AND WHERE KM IS DEVELOPED IN THE WORKPLACE	DEFINE AND MAPPING THE ORGANIZATION KNOWLEDGE
strategic PRIORITY MGT COMMIT	.612	-.408	.612	.875	.612
ALIGNMENT OF KM GOALS AND PRACTICE OR BUSINESS STRATEGIES	-.210	.490	-.560	-.514	-.560
LONG TERM GOAL STRATEGIC COMMIT	-.873	.764	-.327	-.134	-.327
KNOWLEDGE AND ITS ROLES IN BUSINESS STRATEGIES	.167	.167	-.667	-.102	-.667
Strategic and knowledge assets and identify gaps with own	1.000	-.667	.167	.408	.167

Table 16.7 : Inter item correlation matrix4

Inter-Item Correlation Matrix		
	ACQUIRE AND RETAIN KNOWLEDGE AND RETAIN THE ASSET	MAPPING KM CAPTURING AND COMBINING CONNECTION REPEATING
strategic PRIORITY MGT COMMIT	.408	-.375
ALIGNMENT OF KM GOALS AND PRACTICE OR BUSINESS STRATEGIES	.560	.772
LONG TERM GOAL STRATEGIC COMMIT	-.764	.535
KNOWLEDGE AND ITS ROLES IN BUSINESS STRATEGIES	-.167	-.102
Strategic and knowledge assets and identify gaps with own	.667	-.612

Table 16.8 : Inter item correlation matrix5

Inter-Item Correlation Matrix					
	strategic PRIORITYMG TCOMMIT	ALIGNMTOFK MGOALSAND PRACORGBU SINSTRATEGI ES	LONGTERGO ALSTRGICOM MIT	KNOWDANDI TSROLSINBU SISTRTEGIES	Strategicandk nowledgeass etsandidentify gapswithown
ASSESSTHEKNOWPORT FOLIANDINTELECAPIT AL	-.250	-.343	.802	.612	-.408
ANNUALREPORT	.612	-.210	-.873	.167	1.000
LINKKMTOVALUECREATI ON	.408	.210	.327	-.167	-.167
ECORETBMESTHEAMOU TOFKNOWLEDGEREUE DINTHEFORMOFPROP Presentationdeliverable	.612	-.210	-.873	.167	1.000
Contributionofitsknowled gerepositorytoclosingsale s	.612	-.210	-.873	.167	1.000
SeniorMGTSUPPORT	-.408	.490	.764	.167	-.667
organizationalknowledGE	.612	-.560	-.327	-.667	.167
HOWANDWHEREKMSD EVELOPEDINTHWECOM P	.875	-.514	-.134	-.102	.408
DEFINEANDMAPPINGTH EORGANISTAIONKNOWL EGEGE	.612	-.560	-.327	-.667	.167
ACQUIREINGFANDRETAI NGBUILDINGANDRETAI NGTHEASSET	.408	.560	-.764	-.167	.667
MAPPINGKMCAPTURING COMBININGCONNECTIO NREPEATING	-.375	.772	.535	-.102	-.612

Table 16.9 : Inter item correlation matrix6

Inter-Item Correlation Matrix					
	ASSESSTHE KNOWPORTFOLI ANDINNT ELECAPITAL	ANNUALREPORT	LINKKMTOVA LUECREATIO N	ECORETBME STHEAMOUT OFKNOWLED GEREUEJIN THEFORMOF PROP	Presentationd eliverable
ASSESSTHEKNOWPORT FOLIANDINNT ELECAPIT AL	1.000	-.408	.408	-.408	-.408
ANNUALREPORT	-.408	1.000	-.167	1.000	1.000
LINKKMTOVA LUECREATIO N	.408	-.167	1.000	-.167	-.167
ECORETBME STHEAMOU TOFKNOWLEDGEREUE DIN THEFORMOFPROP	-.408	1.000	-.167	1.000	1.000
Presentationd eliverable	-.408	1.000	-.167	1.000	1.000
Contributionofitsknowled gerepositorytoclosingsale s	-.408	1.000	-.167	1.000	1.000
SeniorMGTSUPPORT	.612	-.667	.667	-.667	-.667
organizationalknowledGE	-.408	.167	-.167	.167	.167
HOWANDWHEREKMSD EVELOPEDINTHWECOM P	.250	.408	.612	.408	.408
DEFINEANDMAPPINGTH EORGANISTAIONKNOWL EGE	-.408	.167	-.167	.167	.167
ACQUIREINGFANDRETAI NGBUILDINGANDRETAI NGTHEASSET	-.612	.667	.167	.667	.667
MAPPINGKMCAPTURING COMBININGCONNECTIO NREPEATING	.250	-.612	.612	-.612	-.612

Table 16.9.1 : Inter item correlation matrix7

Inter-Item Correlation Matrix					
	Contributionof itsknowledgerepositorytoclo singsales	Senior MGTSUPPORT	organizational knowledGE	HOWANDWH EREKMSDEV ELOPEDINTH WECOMP	DEFINEANDM APPINGTHEO RGANISTAIO NKNOWLEGE GE
ASSESSTHEKNOWPORT FOLIANDINNT ELECAPIT AL	-.408	.612	-.408	.250	-.408
ANNUALREPORT	1.000	-.667	.167	.408	.167
LINKKMTOVA LUECREATIO N	-.167	.667	-.167	.612	-.167
ECORETBME STHEAMOU TOFKNOWLEDGEREUE DIN THEFORMOFPROP	1.000	-.667	.167	.408	.167
Presentationd eliverable	1.000	-.667	.167	.408	.167
Contributionofitsknowled gerepositorytoclosingsale s	1.000	-.667	.167	.408	.167
SeniorMGTSUPPORT	-.667	1.000	-.667	-.102	-.667
organizationalknowledGE	.167	-.667	1.000	.408	1.000
HOWANDWHEREKMSD EVELOPEDINTHWECOM P	.408	-.102	.408	1.000	.408
DEFINEANDMAPPINGTH EORGANISTAIONKNOWL EGE	.167	-.667	1.000	.408	1.000
ACQUIREINGFANDRETAI NGBUILDINGANDRETAI NGTHEASSET	.667	-.167	-.167	.102	-.167
MAPPINGKMCAPTURING COMBININGCONNECTIO NREPEATING	-.612	.919	-.612	-.250	-.612

Table 16.9.2: Inter item correlation matrix<sup>8</sup>

Inter-Item Correlation Matrix		
	ACQUIREING FANDRETAIN GBUILDINGA NDRETAINGT HEASSET	MAPPINGKM CAPTURING COMBININGC ONNECTION REPEATING
ASSESSTHEKNOWPORT FOLIANDINNTELECAPIT AL	-.612	.250
ANNUALREPORT	.667	-.612
LINKKMTOVALUECREATI ON	.167	.612
ECORETBMESTHEAMOU TOFKNOWLEDGEREUE DINTHEFORMOFFPROP	.667	-.612
Presentationdeliverable	.667	-.612
Contributionofitsknowled gerepositorytoclosingsale s	.667	-.612
SeniorMGTSUPPORT	-.167	.919
organizationalknowledGE	-.167	-.612
HOWANDWHEREKMSID EVELOPEDINTHWECOM P	.102	-.250
DEFINEANDMAPPINGTH EORGANISTAIONKNOWL EGEGE	-.167	-.612
ACQUIREINGFANDRETAI NGBUILDINGANDRETAI NGTHEASSET	1.000	.102
MAPPINGKMCAPTURING COMBININGCONNECTIO NREPEATING	.102	1.000

Table 16.9.3: Summary Item statistics

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.506	4.200	4.800	.600	1.143	.026	17
Inter-Item Correlations	.059	-.873	1.000	1.873	-1.146	.292	17

Table 16.9.4: Item total statistics



Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
strategic PRIORITYMGTCOMMIT	72.2000	8.700	.606	.	.147
ALIGNMTOFKMGOALSANDPRACORGBUSINSTRATEGIES	72.4000	16.300	-.256	.	.569
LONGTERGOALSTRGICOMMIT	72.4000	18.800	-.579	.	.579
KNOWDANDITSROLSINBUSISTRATEGIES	72.0000	16.000	-.228	.	.467
Strategicandknowledgeassetsandidentifygapswithown	72.0000	13.000	.506	.	.328
ASSESSTHEKNOWPORTFOLIANDINTELECAPITAL	71.8000	15.700	-.169	.	.448
ANNUALREPORT	72.0000	13.000	.506	.	.328

Table 16.9.5: Item total statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LINKKMTOVALUECREATION	72.2000	12.700	.589	.	.311
ECORETBMESTHEAMOUNTOFKNOWLEDGEREUEIN THEFORMOFFROP	72.0000	13.000	.506	.	.328
Presentationdeliverable	72.0000	13.000	.506	.	.328
Contributionofitsknownrepositorytoclosingsales	72.0000	13.000	.506	.	.328
SeniorMGTSUPPORT	72.0000	15.500	-.116	.	.447
organizationalknowledge	72.0000	15.500	-.116	.	.447
HOWANDWHEREKMSDEVELOPEDINTHWECOMP	72.2000	10.700	.649	.	.219
DEFINEANDMAPPINGTHEORGANIZATIONKNOWLEDGE	72.0000	15.500	-.116	.	.447
ACQUIREINGFANDRETAGINGBUILDINGANDRETAGINGTHEASSET	72.2000	12.700	.589	.	.311
MAPPINGKMCAPTURINGCOMBININGCONNECTIO NREPEATING	72.2000	15.700	-.169	.	.489

Table 16.9.6: Scale statistics

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
76.6000	15.300	3.91152	17

**12 Annexure -2**  
**Research Questionnaire**  
**(For Employees)**

Dear Sir/Madam,

I am happy to inform you that I am doing research work where I am supposed to understand the relationship between Human resource management, organization and industry. This questionnaire survey is to determine how effectively human resources are organized, deployed and satisfied with their work assignment. And new mentioned organization strategies are checked with the employees about their satisfaction and dissatisfaction. The organization performance strategies implemented are also checked. It will not take more than 15 minutes to complete. You are welcome to take part in this survey and assist me in my research work. I assure you that the information provided by you will be kept strictly confidential and will be utilized for academic research purpose only.

Thanks and Regards,

Ramesh S Naik

Research Scholar,

Dept. of Mechanical Engineering of the College/Institution:

B.L.D.E.A's V.P.Dr.P.G.Halakatti College of Engineering

and Technology, Vijayapur -586103 affiliated to

Visvesvaraya Technological University, Belgaum.

## Framework and Model of Human Resource Evaluation for proposed activities

Please answer by putting (√) in favor of your ratings in respective rows and column for activity/questioners asked.

Sl. No.	Activity/Questioners	Methods, Techniques and Procedures	5-rating for Strongly agree members	4-rating for Agree members	3-rating for Neutral members	2-rating for Disagree members	1-rating for Strongly disagree members	Mode	% Strongly agree
1	Do you agree with the mentioned technique of requirements for human resources?	▪ jobs aspects	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
		▪ day to day work analysis	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
		instantaneous inspection	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
		▪ time maintenance	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
		▪ workday aspects	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
		▪ standard administrative times	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						

			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ work determination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ extrapolation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the statistics coefficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Do you agree with the mentioned technique of Forecasting resources?	▪ the company's market demand products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the size of market and company's product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the company's forecast of product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the forecasts on national economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the company's turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ the production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		▪ productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



		<ul style="list-style-type: none"> <li>trends explanations</li> </ul>	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>																										
		<ul style="list-style-type: none"> <li>the regression method</li> </ul>	<table border="1"> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table>																										

Similarly for other activities/ questioners similar table is prepared and discussion/survey is done among Employees of organization/ industries.

### **13. List of Publications concerned to present research work**

1. **Prof. Ramesh S. Naik, Dr. Geetanjali V. Patil, Dr. V. S. Puranik,” Knowledge Management Model for New Global Economy: Overview”, IJSRD - International Journal for Scientific Research & Development| Vol. 6, Issue 01, 2018 | ISSN (online): 2321-0613.**
2. **Prof. Ramesh S. Naik, Dr. Geetanjali V. Patil, Dr. V. S. Puranik, “Quantitative And Qualitative Analysis Of Organizational Performance”**, International Journal of Engineering Applied Sciences and Technology, 2017 Vol. 2, Issue 9, ISSN No. 2455-2143, Pages 66-70 Published Online January 2018 in IJEAST.
3. **Dr. Geetanjali V. Patil, Dr. V. S. Puranik, Ramesh S. Naik, “Human Resource Management Model for New Global Economy: Overview”**, International Journal of Research in Commerce, Economics & Management, Volume No. 4 (2014), Issue No. 10 (October), ISSN 2231-4245.

