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Strategic Human Resource
Management Practices :
An exploratory Survey
Of French Organisations

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Strategic Human Resource Management Practices: An Exploratory Survey of French Organisations

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Abstract

Strategic Human Resource Management (SHRM) have been amply discussed in both academic circles and business press. Most of our notion of SHRM are from the work done in the US and from the body of literature known as "High Performance Work Practices".

This paper tries to contribute to the debate by understanding the changes in strategic HRM practices (Role and Structure of HR Department, Recruitment, Retraining & Redeployment, Performance Appraisal, Compensation, and Rightsizing) in France in the last 5 years and try to answer specifically the question of how strategic HRM practices have changed in French organizations to enhance corporate performance.

A multi-respondent survey of 28 French organizations are analyzed to find the changes in SHRM in French organizations.

The responses yielded a variety of HRM variables relating to role and structure of the HRM department, recruitment, performance appraisal, retraining and redeployment and rightsizing.

Keywords

SHRM, Performance, Change, France

Résumé en Français

La gestion des ressources humaines stratégique (SHRM) a été largement débattue dans les cercles académiques et professionnels. La plus grande partie de notre connaissance sur la gestion stratégique des ressources humaines provient des recherches américaines connues sous le thème "High performance, work practices".

Cet article essaye de contribuer au débat en se focalisant sur les changements des pratiques stratégiques en gestion des ressources humaines (rôle et structure du département Ressources Humaines, recrutement, formation et reconversion, évaluation des performances, rémunération, et Rightsizing) en France dans les 5 dernières années. Il s'appuie sur une étude exploratoire portant sur 28 entreprises françaises. Il examine les changements réalisés en gestion stratégique des ressources humaines dans les entreprises françaises pour accroître leur performance.

Mots clés

Gestion stratégique des ressources humaines, Performance, Changement, France

INTRODUCTION

The recognition that the management of human resources plays a critical role in firm performance is a relatively recent development. The question of how strategic is human resource management (HRM) and how strategic human resource management (SHRM) is linked to organizational performance has been subject to great interest to both practitioners and academicians (Wright et al., 1999). There has been much of recent contributions (Huselid, 1995; Huselid et al., 1997; Becker et al., 1997), especially in American literature, which set out to demonstrate the positive impact of some 'High Performance Work Practices' on the financial performance of the firm, but there is still a great deal of uncertainty about the specific practices that cause superior performance. Ulrich (1997, p.304) summarizes as follows: 'HR practices seem to matter; logic says it is so; survey findings confirm it. Direct relationships between investment and attention to HR practices are often fuzzy, however, and vary according to the population sampled and the measures used'.

This paper sets out to make a contribution in three key areas of this debate. Firstly, through a review of SHRM literature, we try to understand how the various components of SHRM and its linkage with organizational performance. We try to understand how organizational performance is measured, how SHRM practices are evaluated and how the link between the two is conceived and operationalized.

Secondly, through a nationwide survey of French firms, we are able to contribute to existing empirical and theoretical understandings of the individual SHRM practices that supports superior firm performance. We try to devise a list of 'best practices' which are practiced by firms that are financially successful in conventional terms. We extend the more financially-based performance measures favored in some US studies to include a broader range of variables at both individual and organizational level (Khandwalla, 2002). This enables us to question, through our data, the extent to which 'best practices' are being practiced by French firms for superior performance.

Thirdly, we use the data and the analysis to question the validity of adopting a universalistic list of ‘best practice’ or ‘high performance’ SHRM practices. In this light, we try to interpret the result within the organizational context of French firms and argue that success or failure depends on the way in which SHRM practices are interpreted and enacted in practice.

STRATEGIC HUMAN RESOURCE MANAGEMENT AND PERFORMANCE

Measures of Strategic Human Resource Management practices

There has been a mounting interest in the academic press about the notion of how strategic is HRM (Martell and Carroll, 1995). It builds upon the idea that human capital is one of the most critical components of strategic success for many companies, managers are being encouraged to link specific HRM practices to strategic outcomes (Schuler and Jackson, 1987; Miles and Snow, 1984). Researchers (Wright and McMahan, 1992; Ulrich et al., 1995; Schuler and Macmillan, 1984) have pointed out that by matching HRM with strategy, the critical human resource skills, attitudes, behaviours, and performances that are needed to successfully implement strategies can be acquired, developed, motivated and maintained. Following this logic is the conclusion that, since strategic success is typically measured in financial terms, in order for HRM practices to be judged to be truly effective, they must contribute to the firms bottom line (Pfeffer, 1994; Huselid, 1995; Guest, 1997). This approach to HRM, linking it to both strategy and organizational performance, represents what has evolved to be known as strategic human resource management (SHRM).

Devanna, Fombrun and Tichy (1981) has described about the strategic perspective of HRM. They identified SHRM in three levels of management – strategic level, managerial level and operational level, where strategic-level activities look to the long term future, the managerial level speak about the medium term while the operational level is concerned about the short-term day-to-day management of the organization. For example, long-term strategic level activities could ask what kinds of people will be needed in the future, whose implication can be traced back to the current practices of recruitment, selection and training practices. Medium-term

operational level activities could ask about five-year plan for marketing department based on development of new markets, compensation and rewards practices, promotion policies and its linkage to performance appraisal systems, professional development and training activities and mid-term career paths. Short-term operational level activities would focus on daily activities of staffing and monitoring, salary and wage, control systems and skills training.

Schuler (1992, p.18) says that:

‘there shouldn’t be any mystery about the word *strategic* in the phrase *strategic human resource management* (...); Strategic Human Resource Management is largely about integration and adaptation. Its concern is to ensure that: (1) HR management is fully integrated with the strategy and the strategic needs of the firm; (2) HR policies cohere both across policy areas and across hierarchies; and (3) HR practices are adjusted, and used by line managers and employees as part of their everyday work (...).’

Together, these view point suggests that strategic HR management has many different components, including policies, culture, values and practices.

Combining the above perspective of SHRM, Martell and Carroll (1995, p. 254) defined SHRM as having a long-term focus, having a linkage between HRM and strategy processes, and the expectation that effective HRM policies should produce organizational performance benefits.

There has been continuing debate on the subject of how SHRM practices themselves should be measured and related to firm performance. Schuler (1992) encompassed the practices within the 5-P (HR Philosophy, Policies, Programs, Practices and Processes) model of SHRM. More recently, empirical efforts have been based on best practices perspectives that have focussed on identifying bundles or configurations of ‘High Performance Work Practices’. However, there is little convergence on the definition of ‘High Performance’ (Guest, 1997). Delaney et al. (1989) speak about ten HRM practices in the areas of selection, appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, and labor management participation as ‘sophisticated HRM. On the other hand, Becker et al. (1997) include rigorous

recruitment and selection, performance-contingent compensation systems, and management development and training activities linked to the needs of the business. Huselid (1995) extended the list to include intensity of recruiting efforts, average number of hours of training per employee per year, promotion criteria to represent the HPWPs. Delery and Doty (1996) in their review identified seven alternative 'strategic' HR practices of which their research found support on results-oriented appraisals, profit sharing and employment security that were related to overall organizational performance.

Thus, in this article we follow Martell and Carroll's (1995) definition of SHRM and try to explore those individual SHRM practices defined by role and structure of HR department, recruitment and selection, promotion, performance appraisal, compensation, retraining and redeployment and rightsizing that correlate with overall organizational performance.

Organizational Performance Measures

Organizational performance is an intriguing concept, both in terms of definition and measurement (Keats and Hitt, 1988). Earlier literature (Devanna et al., 1984; Tichy et al., 1982) on HRM tended to posit that the notion of introducing effective HRM practices within an organization would lead to improvements in organizational performance, without specifying exactly what these might be, although the implication frequently was that this meant financial performance. For example, Cascio (1991) argues that the financial returns associated with investments in progressive HRM strategies are generally substantial. Terpstra and Rozell (1993) found a significant and positive link between extensiveness of recruiting, selection and the use of formal selection procedures and firm performance. Russel, Terborg and Powers (1985) demonstrated a link between the adoption of employment training programs and financial performance. The use of performance appraisals (Borman, 1991) and linking such appraisals with compensation has also been consistently connected with firm profitability (Gerhart & Milkovich, 1992).

Recent literature in the US have established a link between financial performance as outcome variables and ‘High Performance Work Practices’ (Huselid, 1995; Delaney and Huselid, 1996; Huselid et al., 1997). The range of outcome variables includes, at the individual level, improved employee knowledge, skills and abilities, increased motivation, decreased turnover and improved retention of quality employees.

Truss and Gratton (1994) have established link between long-term outcomes of SHRM on individual well-being, organizational well-being and societal well-being. More recently Guest (1999) has made a strong case for considering the ‘workers’ views’ when evaluating the success of HRM.

Generally speaking, it is recognized that adopting financial measures as the sole criterion of success is too limited, and a broader perspective should be considered that additionally takes account of superior performance. Thus in this study a mix of nine performance parameters such as profitability, productivity, growth rate, financial strength, moral of employees, market share, corporate social responsibility and operating efficiency were operationalised. These indicators were used to measure perceived performance on the indicator of the best performing organization(s) in the industry. This variation in management and organizational practices thus may be a surer reason for intra-industry and intra-sector variability in performance (Peters and Waterman, 1982). Similar index of performance have provided consistent results (Khandwalla, 1977, 2002; Som, 2002).

Thus, in the last decade, there have been sufficient work that has been carried out for Ulrich (1997, p. 306) to conclude:

‘evidence now exists to show that investment in HR practices impacts business results, both financial and market value of firms’.

METHODOLOGY

The setting of this study is in France. Som (2002) in his study of 54 Indian organizations had employed a multiple respondent survey, which explored the role of HR during organizational redesign process in particular and any change process in general. Som's had developed a structured questionnaire from extensive literature survey and five case studies which he had conducted in France and India. For the purpose of his study, Som calculated "now" minus scores 5 years earlier. The first difference data gave a measure of the change that occurred in different practices within the last 5 years. The survey (Som, 2002) was replicated in the French context with an initial round of discussions with leading French academicians and French professionals in the field. These preliminary discussions centered on exploring particular aspects of SHRM in the French context. The discussions, academic articles (Cerdin and Peretti, 2001) and French archival data provided a basis of replicating the study in firms as most French organizations were going through a change process vis-a-vis evolution of HRM processes in France (Jenkins and Van Wijk, 1996). Basing on the input from these experts as well as from the review of French literature, the survey instrument was translated from English to French. Before conducting the survey, the research instrument were pilot tested with 30 HR/OB researchers, HR academicians, HR consultants and general management executives.

The data collection process began in February 2002. The survey was conducted among the top and middle management executives of organizations that have undergone any change process as reported in the literature, business press and by the executives of those organizations. Out of 132 organizations requested to participate, 84 of them agreed to participate. Each organization was sent 6 questionnaires. Out of the 504 questionnaires sent 64 usable responses from 28 organizations were obtained, yielding an overall response rate of 21.21 per cent. The respondents were Presidents, Director Generals, Secretary Generals, Director of HR and other functional Directors or their direct reports. The respondents rated the items on Likert-type 5-point scale. Response rate was average (Cerdin and Peretti, 2001), because the questionnaire

was 9 pages long and had the label of "too lengthy and taxing" during the pilot tests. Regular emails from contact persons in the organizations, several telephone calls, letters and different materials such as brochures were received from the respondents. This suggested that considerable involvement from the respondents and was indicative of good quality data. Responses from each organization were then averaged to obtain organizational scores for each item in the questionnaire. Table 1 shows some sample characteristics.

Insert Table 1 about here

The organizational performance measure was called the index or relative performance. It consisted of nine indicators of performance namely profitability, productivity, growth rate, financial strength, moral of employees, market share, corporate social responsibility and operating efficiency. These indicators were rated by the respondents and each rating was done in relation to the perceived performance of the indicator of the best-performing organization(s) in the industry. The ratings on all the indicators were aggregated and averaged across the respondents from the organization to derive the organization's score on the index of relative performance. The use of numerous indicators obtained over-reliance on just one or two indicators, and yielded a score compatible with a multiple stakeholders' perspective on organizational effectiveness (Som, 2002; Khandwalla, 2002). This index had a high reliability (Chronbach alpha) of .94, satisfactory for an exploratory study (Nunnally, 1978). Secondary data about performance was obtained from archival data. This index was correlated .37 with the ratio of cash profit to sales.

Table 2 shows the product moment correlations of the items of SHRM practices and policies i.e., role of HR, recruitment, promotion, retraining and redeployment, performance appraisal, compensation and rightsizing with the index of relative performance. The correlations between the SHRM practices and policies and the index of relative performance vary substantially, ranging from .37 to .78, the difference being significant at .01% level.

DISCUSSION

In the discussion section, two main areas are focussed: the French environment and the empirical aspect of the findings related to SHRM practices and policies in France.

Cerdin and Peretti, (2001) points out that,

“the current French human resource management practices and policies are the result of several constraints such as strong and specific regulations, a demography unique in Europe, the acceleration of internationalization of large organizations, and sociological upheaval. These practices are converging with those of other countries under pressure from similar factors such as the information technology revolution, technological mutations, economic growth and turbulence, acquisitions and mergers, and globalization”.

The French work environment is characterized by the a sizeable demographic challenge with post-war population explosion and the collapse of the birth rate from 1930 to 1945 (Cerdin and Peretti, 2001). Due to this France, amongst all nations in Europe, is characterized by a working population which has a higher age profile. For example, in 1998, 71% of the working population was between the ages of 25 and 49 due to two circumstances: 1) late entrance of the young in the labor market (they study longer) and 2) early retirement (very low employment rate of people between 55 and 65) due to an increase in early retirement policies since 1974 and the implementation of retirement at age 60 in 1982 (Cerdin and Peretti, 2001). Due to the above factors the age pyramid progressively changes from a "spinning top" shape to a "mushroom" shape. Thus there is a need for SHRM policies to change in order to control the wage bill, avoid skills obsolescence, maintain employability, obtain commitment of senior employees, and postpone for several years the negative feelings that may accompany the end of working life (Cerdin and Peretti, 2001).

Secondly, the role of unions and the influence of state in France is still considerable. Labor laws are extremely comprehensive and detailed in France. For instance, in 1996, the reduction of

working hours was exclusively based on voluntary negotiations. From 1997 to today, inflexible, legal and statutory solutions dominate. The two laws (1998 and 2000) on the 35-hour workweek illustrate this reversal. Both of these laws have an effect on the social partners in general and on the SHRM policies and practices in particular. The HR function gained more influence because of the negotiation and implementation of the 35-hour work week.

Thirdly, the influence of labor unions is clearly on the decline in France. Unlike in other countries in Europe, border countries where unions are regarded as homogeneous, French labor unions are rather divided, but yet collective bargaining seems to be intense, while trade unions have never been weaker.

Thus, the environmental factors described above have impacted the SHRM practices and policies in France during the last five years.

Concerning the generation of SHRM, the discussion can be divided into two broad spheres of policies and practices. The factors on policies that appeared to be fundamentally important are those related to role of HR, where HR managers may develop their capabilities; especially with regard to reinforcing the creation of specific overall policies that are fair and can be benchmarked with global excellent practices. This is an interesting finding because in France, there seems to be a change in the environment and work practices, as discussed above, and organizations are finding this change useful and comparable to best practices across the globe. Today, French companies are internationalizing and the HR Department has started to play a distinctive role in the internationalization program of companies. Though there is this shift in the role of HR, but still the HR department is seen to play the maintenance and administrative role (as of “administrative expert” of Ulrich, 1997). Also, it seems that there has been a substantive shift in the role of HR in terms of people focus (Cerdin and Peretti, 2001) as organizations tend to believe that the one of the important role of HR is that of coaching, being helpful to personnel and has a positive role to play in the success of an organization (similar to “employee champion” of Ulrich, 1997). The image of the role of HR also seem to be “elite

group and acts as a key driver of change in the organization participates in all strategic level decisions of the top management” (“strategic partner” and “change agent” of Ulrich, 1997). The results of SHRM practices also seem to follow the SHRM policies with respect to that of recruitment, promotion, retraining and redeployment, performance appraisal, compensation and rightsizing practices. The results seem to show that, in order to create an SHRM-based capability, French organizations are shifting to recruit professionally trained and professionally qualified managers and also at the same time focussing on internal training and development. This seems to follow “buying” and “developing” strategy of personnel comparable to Miles and Snow’s (1984) “prospector” and “defender” strategy. The recruitment practice and the overall emphasis on corporate vision and core values have resulted in a shared co-responsibility between line managers and the top management for supporting employee development in an endeavor to keep their loyalty (Cerdin, 2000). This shift has perhaps resulted in strong commitment of the French managers to their organization and also to customer and quality. In terms of promotion the perception that the policies of promotions are not transparent is still widespread among the employees of French firms. However, there was a strong belief that promotions would reward the competent. Moreover, the decisions concerning promotions can be called into question. This SHRM practices has been reinforced by a greater accessibility of information on the job vacancies within the company by means of intranet facilities.

The results regarding retraining and redeployment and its effect on relative performance shows that French organizations seem to have definitive programs on skill development, training opportunities which result in redeployment and better career opportunities. The reason is because French labor laws strongly impact training practices in France (Cerdin and Peretti, 2001). French organizations with 10 or more people on the payroll face a mandatory financial contribution of 1.5 % of the wage bill for training or face financial penalties. With fewer employees, the contribution is 0.15% of the wage bill. Sometimes, redeployment is also seen as a cost-reduction mechanism but overall the view of French managers is that retraining not only

provide better opportunity to earn more in the organization but also provide better chances of selection in challenging job opportunities which results in job satisfaction. Career planning seems to be high on the agenda of French firms. Due to the internationalization of French organizations, expatriate career management especially to “cadres” and that too to “high fliers” are at the top of the agenda. Cerdin and Peretti (2001) identify that career management is often based on the division of employees, especially between those who have and those who do not have the status of "cadre." French organizations frequently use specific career planning and training devices tailored to high potential employees. Out of the leading 400 French companies, 90 % state that they have a list of high potential employees, 21% have reserved a position for this category of employees, 33 % offer them specific flexible compensation, 44 % have a specialist dedicated to the management of these employees and 58 % give them specific training. In most cases, career planning and coaching are mainly utilized for high potential employees (Cerdin and Peretti, 2001).

Finally, the results regarding the effect of performance management system seems to show considerable effect on the index of relative performance. The results seem to indicate that that performance management system in French organizations are objective and unbiased which has resulted in high job satisfaction and morale amongst the employees. The HR department has been playing a critical role in this process by giving employees of French firms a clear explanation of the performance appraisal system and its implementation which in turn has resulted in role clarity. In the last five years, there has been an increasing shift in performance based pay which has made employees accountable and has increased job security. Due to the clear explanation provided by the HR department regarding the linkage between performance appraisal system, compensation and rewards policy, there has been a greater transparency. Most of the French organizations are better pay masters than the industry standards. There has been a distinctive shift in the choice in the composition of pay and flexible benefits packet together with the choice of flexibility of work hours due to the 35-hour work week. Overall it seems that

there has been a considerable increase in the recognition of one's contribution within the organization which perhaps has translated in superior organizational performance.

Lastly, after having encountered tough years etched with downsizing (300,000 to 600,000 layoffs a year between 1980 and 2000), French organizations have started to provide for formal exit interviews, worker loan-out program and cut in gross pay packet as employees wait for a more favorable environment.

CONCLUSION

The purpose of this exploratory research was to analyze the SHRM policies and practices that effect superior performance in the French context. The results provide some evidence of the changes in SHRM policies and practices in the last five years in France and how they have impacted overall organizational performance.

The results obtained in this research indicate that SHRM practices and policies have a significant positive effect on organizational performance as suggested by researchers (Huselid, 1995; Delaney and Huselid, 1996; Huselid et al., 1997, Som 2002). Thus the changes in the eight SHRM policies and practices that has affected the overall relative performance index positively are:

1. Overall the HR policies of the organization are fair
2. Most of the persons recruited for supervisory and managerial levels are those with professional training and professional qualification like MBAs
3. Promotions are frequently made secretly
4. There are many opportunities to develop new skills
5. Job satisfaction and morale are high in this organization
6. Usually in this organization there is flexibility to work flexible hours
7. Remuneration in this organization is better than industry standards
8. Formal exit interviews (interviews taken of people who are leaving the organization) has been made mandatory in our organization

These eight HR policies and practices seem to have the most effect of improving the overall performance of French organizations.

Consistent with HRM literature, this exploratory research shows that firms which has institutionalized SHRM policies and practices over the last five years have shown better levels of organizational performance. This is so because, among other organizational variables being constant, the way an organization manages its HR has a direct effect on its behavior and, therefore, on the capabilities that the organization learns in the process. These practices, which are difficult to imitate, facilitate the development and utilization of organizational capabilities that perhaps enhance organizational performance. Thus, our findings add to previous works that have contributed to enhancing the impact of HRM on organizational performance (Huselid, 1995, Delery and Doty, 1995; Macduffie, 1995; Youndt et al., 1996; Huselid et al., 1997; Wright et al., 1999; Som, 2002).

This study, thus, has both academic and practical implications for HR management. From an academic standpoint, this work contributes to the SHRM literature. While traditionally, the costs associated with the development of SHRM have been regarded as a cost, these costs would be better considered as an investment in capital assets (Pfeffer, 1994). The empirical exploratory research also suggests that the way an organization manages its HR has a perceptible significant relationship with the organizational performance. From the practitioner point of view, this study is of importance to line managers, HR managers, HR executives and top management of organizations in France in particular and for top-executives of global businesses who would like to do business in France.

There are inevitably, some limitations to this study. The results of this research must be viewed with caution as the dataset had only 28 French organizations. Though we had 28 organizations in the sample, the responses were of high quality. The study was based on perception based data. In reality, what we perceive is not necessarily what is, and vice versa. There is always a difference.

Finally, this exploratory study of 28 French firms have opened a new context in HRM research which looks into how individual SHRM policies and practices can provide organizations with superior performance.

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Table 1. Sample Profile (N=28)

	Percentage (%)
1. Respondent Profile	
Presidents, Directors Generals, Secretary Generals	35.7
Director of Human Resource	44.6
Other functional Directors (E.g. Finance Controller, IT...)	19.7
2. Annual Sales (In Million Euros)	
1-1000	39.0
1001-2000	17.8
2001-5000	3.6
>5000	28.9
Not responded	10.7
3. No of employees	
<1000	25.0
1000 – 10000	25.0
10001 – 50000	14.3
>50000	17.9
Not responded	17.8
3. Industries represented	
Manufacturing	28.4
Pharmaceuticals / Chemicals	14.3
Energy	3.6
Agri-Food	14.3
Consulting	3.6
Distribution	17.9
Services (Banks, Insurance...)	17.9
4. Type of Organization	
Multinationals	64.3
Société Anonyme – non multinational	25.0
Public Limited / Mixed	10.7

Table 2. Correlation of SHRM policies and practices with index of relative performance (N = 28 French Firms)

	Correlation with index of relative performance
Role of HR	
1. Overall the HR policies of the organization are fair	.75***
2. HR department benchmarks with global excellent practices	.73***
3. In this organization HR plays a maintenance role of administration, salary processing, paper pushing and sending personnel to training programs	.71***
4. HR managers are coaches rather than regulators	.68***
5. There is strong staff commitment to the organization	.66***
6. HR personnel in our organization are helpful and respected	.63***
7. HR department has played an important role in the success of this organization	.55**
8. The HR Department is overstaffed and is a waste of firm's resources	.49**
9. HR is an elite group and acts as a key driver of change in the organization participates in all strategic level decisions of the top management	.48**
10. There is strong commitment to the customer and quality	.47*
11. HR department is always fire fighting and reacting to situations as and when it comes	.46*
12. Line managers are delegated HR functions like development of people while is concerned about the business needs and how to add value by reducing costs	.42*
13. There is great emphasis on corporate vision and core values	.40*
Recruitment	
1. Most of the persons recruited for supervisory and managerial levels are those with professional training and professional qualification like MBAs	.56**
2. Recruitment to managerial positions is almost wholly from within the organization	.37*
Promotion	
1. Promotions are frequently made secretly	.51**
2. Competent people get promoted much faster	.49**
3. Decisions on promotion can be challenged	.46*
4. Information about job vacancies is easily available within the organization	.39*
Retraining & Redeployment	
1. There are many opportunities to develop new skills	.67***
2. Retraining helps a lot in promotion or better job opportunity in our organization as it has a bio-data value	.64***
3. Challenging job opportunities in our organization brings out the best	.55**
14. Retraining provides a much better opportunity to earn more in our organization	.54**
4. In our organization redeployment is essentially a cost-reduction measure and is insensitive to competence	.54**
5. Retraining provides much better job satisfaction	.52**
6. Selection to special projects teams motivates personnel in our organization to learn more	.46*
7. Career redeployment is only offered to 'high fliers' (high achievers) in this	.45*

organization	
8. Coaching by boss/line manager helps a lot in increasing skills in this organization	.40*
9. In our organization career paths for all employees are well laid out	.40*
10. Retraining (that is, training given in new functions and jobs to build new skills for future) is provided to all managerial and non-managerial staff	.39*
11. Personnel returning from training are encouraged to use what they have learnt in their training program	.39*
12. Job rotation usually helps in developing different skills	.38*
Flexibility in Working Hours	
1. Usually in this organization there is flexibility to work flexible hours	.60***
Performance Appraisal	
1. Job satisfaction and morale are high in this organization	.78***
2. Performance appraisal system in our organization is objective and unbiased	.71***
3. Personnel department has provided to all staff a clear explanation of PA policy and how it is implemented	.62***
4. Performance appraisal system has enhanced role clarity in the organization	.62***
5. The performance appraisal affects pay considerably	.60***
6. Performance appraisal system has enhanced role clarity in the organization	.52**
7. There is high job security in this organization	.49**
8. Performance appraisal system has made people accountable	.46*
9. Ranking/grading in performance appraisal directly relates to performance at work	.44*
Compensation	
1. Remuneration in this organization is better than industry standards	.70***
2. This organization provides a clear explanation of remuneration policy and how it is to be implemented	.57***
3. The rewards received are directly related to the performance and contribution at work	.52**
4. A part of the compensation package is linked to performance appraisal	.52**
5. The managerial personnel have a choice in the composition of their pay and flexible benefits packet (e.g., ESOPs, holiday entitlements, cafeteria arrangements, child care)	.48**
6. There is considerable recognition for one's contribution in this organization	.42*
Rightsizing	
1. Formal exit interviews (interviews taken of people who are leaving the organization) has been made mandatory in our organization	.64***
2. Cut in gross pay packet is favoured over layoff in our organization	.52**
3. Worker loan-out program (trained personnel loaned-out earn money on behalf for the organization) to different organizations is been seen to be a better alternative to permanent layoffs in our organization	.38*

* correlation significant at 5% (2 tails)

** correlation significant at 1% (2 tails)

*** correlation significant at .1% (2 tails)

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