

Hierarchical Multiple Linear Regression Modeling on Predictions of High-Performance Worksystems (HPWs) on Employee Attitudinal Measures (EAMs): A Case Study

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ABSTRACT

Hierarchical Multiple Linear Regression (HMLR) analysis is a complex statistical framework which is used to investigate the variance among the dependent variables during correlation & regression analysis of the survey data. The technique is useful to predict the variables at different hierarchical levels. In the present research, HMLR methodology has been applied to estimate the impact of High-Performance Worksystems (HPWs) 'Best Practices' on the Employee Attitudinal Measures (EAMs). The complex interaction between HPWs and EAMs was examined using this technique using a survey research targeting Indian Iron and Steel manufacturing company. Six bundles of facets (three each for variables under consideration) were used during survey having total hundred nos of questions. Nine research hypotheses were formulated and tested for the conformation using the data gathered by the survey. It was concluded that integrating the 'Best Practices' within the organizational can lead to improvement of overall employee satisfaction.

Keywords: *Corporate performance; Descriptive statistics; Employee attitudinal measures (EAMs); Hierarchical multiple linear regression; High-performance worksystems (HPWs).*

1.0 Introduction

Business world has been witnessing convergence between Human Resource Management (HRM) practices and human aspects of the organizations and its positive impact on the organizational performances. This ushered a new stream of research interest in the field of HRM worldwide. This new research is majorly around various human-centric strategic factors like organizational work culture, recruitment policies, 360⁰ performance appraisal systems, job rotations, team building, teamwork, remunerations & compensations, etc and their impacts on the organizational business strategies like employee commitments, motivation for work, work quality, intention not to quit, etc.

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Thus, organizations also started following and implementing these new ‘Best Practices’, which had led to the emergence of the new notion of HRM titled as High-Performance Worksystems (HPWs). Same is also referred as High-Commitment HRM, or High-Involvement HRM by different researchers (Paracha, 2014; Alatailat *et al.*, 2019; Tran *et al.*, 2022).

HPWs are defined as set of interrelated HRM ‘Best Practices’ with an objective to enhance and optimize the organizational overall performance via promoting employee development. The whole concept is to target the employee experience and enhance their attitude towards the work and organization. This may include employee training, capability augmentation, flexible working systems, inclusive management policies, participative work culture, work recognition, and manager-employee cooperation. The key idea is to bring the synergetic effect of this convergence of the HRM ‘Best Practices’ and cluster of employee-centric organizational strategies.

Thus in nutshell, the overall aim is to reap the benefits of HPWs initiatives by enhancing organizational inclusive performance. The research on HPWs and its impact on the organizational performances have been reported by numerous researchers in recent times and they highlighted the importance of incentive programs, adequate remunerations & compensation structure, learning & development programs, participative work culture, job satisfactions and retention strategies. Few reports has been also reported to study, and examine the linkages between overall corporate performance and employee satisfaction (Guest, 2011; Garg & Punia, 2017; Narbariya, 2022).

The research in the present article has been undertaken to review and establish an empirical relationship between independent variables (EAMs) and dependent variables (HPWs) keeping in centre the overall corporate performance. The methodology adopted was to effectively analyze and interpret the survey data of the respondents from a target organization (Indian Large Steel-Making Organization) using Hierarchal Multiple Linear Regression (HMLR) technique. Basically, it’s based on the least square method used to demonstrate whether the variable under consideration can statistically explain significantly the magnitude of the variance among dependent variables considering all other variables simultaneously.

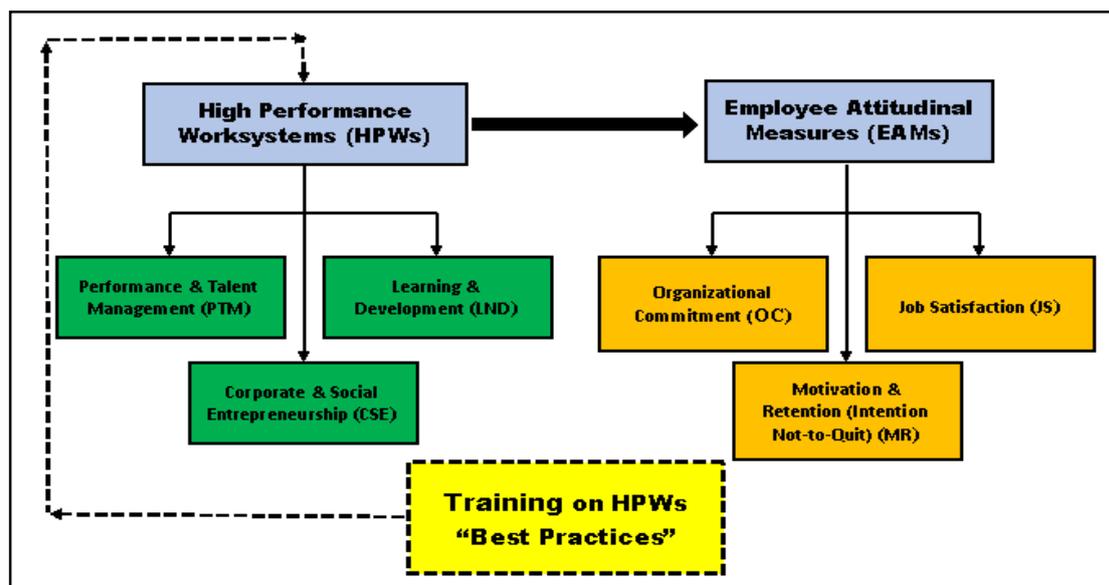
The quantitative findings from the survey were subjected to descriptive statistics analysis for all the variables under consideration (both for independent & dependent variables) including initial demographic survey. The complex interaction and its effect on employee attitudes were examined based on the six primary pillars, *i.e.* three bundles for each of the facets. At the end of the survey, recommendations were shared with the company to enhance its overall efficiency by imparting leadership training on HPWs ‘Best Practices’. The objective to assess the impact of HPWs and EAMs variables on the efficiency and quality of company’s operations considered a “Black Box” by most of the researchers was successfully achieved (Foley, 2012; Panigrahi, 2019).

2.0 Research Design & Field Survey

The conceptual framework to investigate the complex interaction between HPWs and EAMs is depicted in Fig. 1. Based on the extensive literature survey and deliberations with practicing managers, technocrats, and engineers from the construction industry, three constructs (Bundles) for each of the variables under consideration were identified along with underlying facets. HPW was treated as an independent variable, whereas EAMs were considered as a dependent variable. Both the independent variables (HPWs Best Practices) and dependent variables (EAMs) were each bundled into three major pillars. Performance & Talent Management (PTM); Learning & Development (LND); and Corporate & Social Entrepreneurship (CSE) for HPWs and Organizational Commitment (OC), Job Satisfaction (JS) and Motivation & Retention (MR) for EAMs. The construct of the variables under consideration along with their operationalization is shown in Table 1 (Do & Shipton, 2019; Kaur *et al.*, 2020a, 2020b, 2021).

The empirical evidences was collected through the survey by framing a problem statement (*i.e.* close-ended research question) - “How HPWs Best Practices impact the EAMs in a typical Indian corporate environment, which can be investigated through the impact of work quality and job satisfaction of the employees on the overall organizational performance”. This resulted into nine research hypotheses as obtained from the combinations of variables under consideration. All hypotheses assumed to have a positive effect on EAMs on HPWs as shown in Table 2.

Figure 1: Conceptual Framework of Interaction between HPWs & EAMs



Source: Based on authors' study

Table 1: Details of Variables, Bundles and Facets*

Variables	Bundles	Bundle Codes	Facets	Facet Codes
High Performance Worksystems (HPWs) Independent	Performance & Talent Management	PTM	Job Description	PTM_01
			Performance Appraisal	PTM_02
			Rewards & Recognition	PTM_03
	Learning and Development	LND	Innovations & Industry 4.0	LND_01
			Employee Training	LND_02
	Corporate & Social Entrepreneurship	CSE	Corporate Entrepreneurship	CSE_01
Corporate Social Responsibility			CSE_02	
Employee Attitudinal Measures (EAMs) Dependent	Organizational Commitment	OC	Organizational Loyalty	OC_01
			Organizational Core Values	OC_02
	Job Satisfaction	JS	Pay and Remuneration	JS_01
			Career Promotions & Communications	JS_02
	Motivation & Retention (Intention Not-to-Quit)	MR	Happier Workplace	MR_01
			Job Security	MR_02

Source: Based on authors' study

*Prepared by authors in consultation with mentors, corporate and extensive literature survey

Table 2: Construct of Hypotheses

Hypothesis-I:	HPWs Positively Influence Employees' Organizational Commitment (OC)
H I-01:	Performance & Talent Management (PTM) Positively Influence Employees' Organizational Commitment (OC)
H I-02:	Learning & Development (LND) Positively Influence Employees' Organizational Commitment (OC)
H I-03:	Corporate & Social Entrepreneurship (CSE) Positively Influence Employees' Organizational Commitment (OC)
Hypothesis-II:	HPWs Positively Influence Employees' Job Satisfaction (JS)
H II-01:	Performance & Talent Management (PTM) Positively Influence Employees' Job Satisfaction (JS)
H II-02:	Learning & Development (LND) Positively Influence on Employees' Job Satisfaction (JS)
H II-03:	Corporate & Social Entrepreneurship (CSE) Positively Influence Employees' Job Satisfaction (JS)
Hypothesis-III:	HPWs Positively Influence Employees' Motivation and Retention (MR)
H III-01:	Performance & Talent Management (PTM) Positively Influence Employees' Motivation & Retention (MR)
H III-02:	Learning & Development (LND) Positively Influence Employees' Motivation & Retention (MR)
H III-03:	Corporate & Social Entrepreneurship (CSE) Positively Influence Employees' Motivation & Retention (MR)

Source: Based on authors' study

The questionnaire for the survey was designed keeping above objective in mind and it is assumed that the designed questions will be a true representation of the complex interaction between the variables under consideration. There were two sections in the main survey (Refer

to Appendix). The Section-1 comprised questions on HPWs best practices, whereas the Section-2 consists of a procedure to identify the effect of HPWs on employees' attitudinal measures in form of their perceptions. Both bundles had 30 questions each. It was indicated that respondents indicate their choice by appropriate number (ranging from 1 to 5) and that there is no right or wrong answers. A higher score indicates that the current organization had adopted the respective HPWs best practice and vice-versa. A score of 3 indicates that the respondent has a mixed attitude toward the query raised.

3.0 Descriptive & HMLR Analysis

The demographic study followed by quantitative descriptive analysis including Bivariate Correlation & Regression Analysis was conducted for based on the data collected through the survey. The objective of demographic study was to properly comprehend and understand the target respondents, whereas the descriptive analysis was conducted to statistically test the magnitude and direction of the interconnections between the cluster variables. The objective of HMLR study was to analyze the net impact of underlying facets of the variables under consideration via computations of correlation coefficients for bundled variables.

It is statistically established that the sample size of target respondents plays a significant role in the survey analysis. There is a minimum threshold sample size which needs to be considered during the design of the survey model to arrive on the conclusive facts. In the present case, the target organization employed 8503 staff in total, which included all contractual-level workforces. In the present analysis, all such staff is neglected for the survey analysis. The initial questionnaire for demographic analysis was shared only to permanent employees on the organization's payroll. Authors followed-up minimum three times for the participation in this initial survey and found that only 1076 staff responded positively. Further, the incomplete and erroneous forms as filled by the respondents were rejected and finally, 1063 was the sample size (N) which went for the further descriptive survey analysis.

This amounted to around 54.50% of the lot size and as per the design standard for survey analysis, it was statistically found fit to go ahead (Eby & Allen, 2012; Safavi & Karatepe, 2018). The details of demographic statistics and analysis are shown in Table 3. Participants were mostly from middle & upper-middle age groups, *i.e.* 85.90% of the sample size (in between age group of 31 to 60 years). Males constituted the major workforce of around 89.80%. Interestingly, there was only 0.3% candidates above age of 60 years and rest were less than the age of 30 years. Around 28.90% of the workforce had working experience beyond 20 years and a large portion of the employees (*i.e.* 39.40%) were having experience in between 10 to 20 years. Surprisingly, a mere portion of the employees had lesser experience and the average service length of the employees was found to be around 15.8 years. Majority of the staff were at the level of workers, and supervisors (around 90.00%) and the rest of the workforce were senior-level executives and departmental heads. The educational qualification

of more than 60% of the staff was found to be bachelors. Unfortunately, around 21.00% of the workforce was not having higher educational qualifications.

Table 3: Individual Demographic Details

Sl. No.	Questions	Frequency	Percentage
1.	Current Position in Organization		
	Worker (Class-III)	695	65.4
	Supervisor (Class-III)	253	23.8
	Department Head (Class-II)	78	7.3
	Program Director / Executive (Class-I)	37	3.5
2.	Nos of Years Working in Present Organization		
	1 - 5 Years	104	9.8
	6 - 10 Years	233	21.9
	10 - 20 Years	419	39.4
	Beyond 20 Years	307	28.9
3.	Highest Level of Education		
	High School	228	21.4
	Diploma	193	18.2
	Bachelor Degree	572	53.8
	Master Degree / PG Diploma / PhD	70	6.6
4.	Age Range		
	18 - 30 Years	147	13.8
	31 - 45 Years	407	38.3
	46 - 60 Years	506	47.6
	More than 60 Years	3	0.3
5.	Gender		
	Male	955	89.8
	Female	108	10.2

Source: Based on authors' study

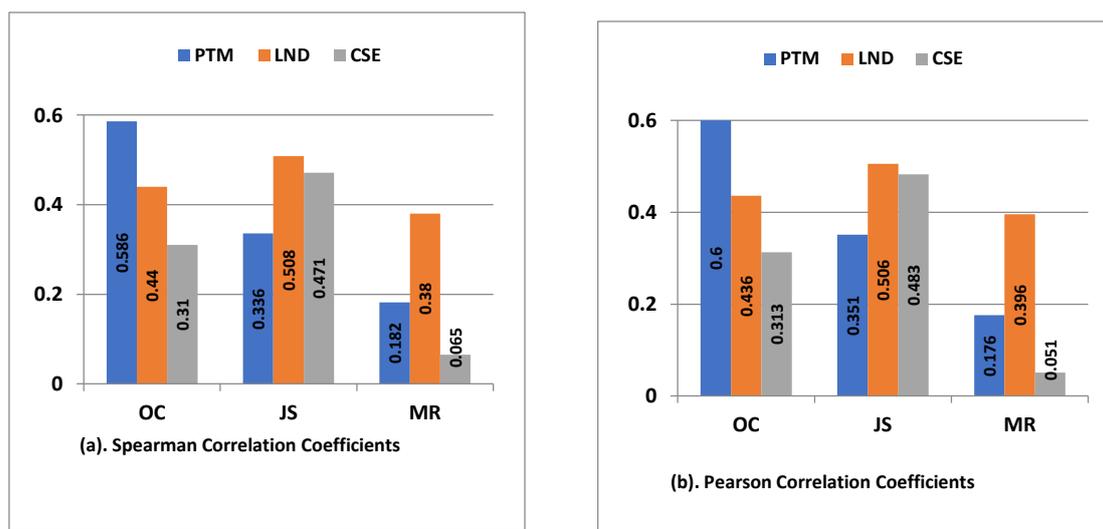
The statistical findings of the descriptive analysis are shown in Table 4. As observed the statements in the first column indicate low score choice, whereas the second column indicates high score choice. The values of the mean, and standard deviations including Cronbach's Alpha, Skewness, and Kurtosis are also displayed in the table. Any score beyond 3.00 is a high score and is significant and in support of the statement and vice-versa. Also, any value in between 2.75 to 3.25 assigned to any statement is considered as non-significant. Further, such neutral responses was verified and confirmed by the values of Cronbach's Alpha (*i.e.* high-reliability coefficients) as per statistical procedure. The objective of computing skewness and Kurtosis tests was to test the normality of the data with an objective to determine the robustness of the parametric conclusions. As per Bulmer's principle; all the three independent bundles (PTM, LND & CSE) and dependent bundle (OC) fall within the normal range of 0 to 0.50. Though, the skewness data of dependent bundles (JS & MR) range in between 0 to 0.50 and followed the normal distribution; the Kurtosis values were found to

be moderately non-normal. As a result, authors decided to conduct both the ‘‘Spearman’’ & ‘‘Pearson’’ tests to examine these inter-relationships.

The results of the correlation tests conducted are summarized in Figure 2 and it showed that these association ships between independent and dependent variables under consideration are in the anticipated directions. These analyses are useful only to depict the intensity and direction of relationship. It can be observed that dependent variables (OC & JS) have very strong association with all three HPWs bundles (except for CSE with OC and PTM with JS, which are at moderate levels). Also, the dependent variable (MR) had a very low association ship with independent variables (PTM & CSE), though their association with LND was at a moderate level. The strongest association was found in between OC and PTM.

To investigate and demonstrate the causation of some kind of the variables under consideration (*i.e.* effect on another component); it is a must to conduct the regression analysis. In the present paper, authors selected to use HMLR approach to study the convergence and synergistic effects of the association ship. It is expected that this study will help analyze the net effects of the bundles on each other and help evaluate which bundle of the HPWs is the significant predictor of EAMs. The generic statistical equation for HMLR considering two variables at a time is expressed as $Y_i = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$. Where, Y_i is a Dependent Variable (*i.e.* EAMS); X_1 is a Performance and Talent Management (PTM) bundle; X_2 is a Learning and Development (LND) bundle; X_3 is a Corporate and Social Entrepreneurship (CSE) bundle; β_0 is the Intercept of the regression equation; $\beta_i - 4$ is the Coefficients of the regression equation for X_i ; $I = \{1-4\}$ (Ahmad, 2019; Kakate & Don-Baridam, 2022).

Figure 2: Summary of Correlations Coefficients*



Source: Based on authors’ study

*All correlation is significant at the 0.01 level (1-tailed) and $N = 1063$

Y_1 , Y_2 , and Y_3 represent the three bundles of dependent variables, which also represent the hypotheses considered in the present research for EAMs. Each of the research hypotheses was examined using above HMLR technique and the results are presented in Table 5. It can be observed that HPWs bundles (PTM & LND) have positive effects (powerful and statistically significant) for the predictor OC, whereas CSE bundle adds no real contribution to the prediction. Also, HPWs bundles (LND & CSE) are powerful and statistically significant for the predictor JS but PTM bundle adds no real contribution. Additionally, HPWs bundle (LND) is also powerful and statistically significant for the predictor MR; whereas HPWs bundles (PTM & CSE) do not add any real contribution. Thus, LND bundle has a negative effect on the employee motivation and retention measure. Finally, the above results confirm that the null hypotheses H I-01, H I-02, HII-02, HII-03, and HIII-2 are accepted. Also, the null hypotheses H I-03, HII-01, HIII-01, and HIII-03 are not accepted and hence rejected.

Table 4: Descriptive Analysis of Variables

Facet Code	Mean	Std. Dev.	Average Mean	Average Std. Dev.	Cronbach's Alpha	Skewness	Kurtosis
PTM_01	3.60	1.78	3.38	1.77	0.67	0.24	-0.23
PTM_02	3.28	1.76					
PTM_03	3.27	1.77					
LND_01	3.68	1.72	3.37	1.74	0.71	0.33	-0.31
LND_02	3.05	1.76					
CSE_01	2.94	1.72	2.91	1.73	.68	0.26	-0.29
CSE_02	2.87	1.74					
OC_01	4.15	1.28	3.60	1.23	0.78	0.49	-0.35
OC_02	3.04	1.18					
JS_01	4.00	1.15	3.84	1.19	0.82	0.16	-0.66
JS_02	3.68	1.22					
MR_01	3.46	1.15	3.35	1.14	0.85	0.03	-0.77
MR_02	3.24	1.13					

Source: Based on authors' study

Table 5: HMLR Analysis of Predictors

Predictors	Variables	β	Partial Correlations	R-Square	Std. Error	Hypothesis	Remark
OC	PTM	0.363		0.803	0.444	H I-01	Accepted
	LND	0.339				H I-02	Accepted
	CSE		- 0.034			H I-03	Rejected
JS	PTM		0.072	0.530	0.301	H II-01	Rejected
	LND	0.334				H II-02	Accepted
	CSE	0.185				H II-03	Accepted
MR	PTM		- 0.007	0.313	0.241	H III-01	Rejected
	LND	-0.205				H III-02	Accepted
	CSE		- 0.025			H III-03	Rejected

*All correlation is significant at the 0.01 level (1-tailed) and $N = 1063$

Source: Based on authors' study

4.0 Conclusions

The final results of the present research survey has been summarized and presented in Table 6. It may be clearly seen that the four bundles of HPWs (PTM_01, PTM_02, PTM_03 & LND_01) and five bundles of EAMs (OC_01, JS_01, JS_02, MR_01 & MR_02) are extensively practiced in the current organization and employee perceptions are also high. Three bundles of HPWs best practices (LND_02, CSE_01 & CSE_02) along with one bundle for EAMs (OC_02) had ‘Neutral’ responses. These require further introspection and investigation to arrive at nay final conclusions. HPWs best practices not being followed in the organization is nil and also the EAMs bundle having very low perception is nil. This was a good sign that the leadership training conducted within the organization was effective and had contributed immensely to the overall employee performance enhancement and organizational development. The HMLR technique used in the present paper successfully modeled the linear relationship of the independent variables with the dependent variables. The summary of the indications of the effects of HPWs best practices on EAMs is shown in Table 7. The details of predictors are also summarized as significant and non-significant based on the hypotheses tested using HMLR.

Table 6: Comparison of HPWs & EAMs Bundles

HPWs Usage			EAMs Perception		
Extensively	Neutral	Rarely	High	No	Low
PTM_01	LND_02	NIL	OC_01	OC_02	NIL
PTM_02	CSE_01		JS_01		
PTM_03	CSE_02		JS_02		
LND_01			MR_01		
			MR_02		

Source: Based on authors’ study

Table 7: Summary of Hypotheses Tested & Indications of Effects of HPWs on EAMs

Hypothesis-I (Partially Supported)	I-01	Supported	EAMs	HPWs			
	I-02	Supported		OC	PTM	LND	CSE
	I-03	Not Supported	JS	●	●	○	0.445
			MR	●	●	○	0.581
Hypothesis-II (Partially Supported)	II-01	Not Supported	● Significant Predictor ○ Non-Significant Predictor				
	II-02	Supported					
	II-03	Not Supported					
Hypothesis-III (Partially Supported)	III-01	Not Supported					
	III-02	Supported					
	III-03	Not Supported					

Source: Based on authors’ study

5.0 Recommendations

The present research disclosure had opened up many new boulevards and avenues in connection to successfully establishing HPWs within any large company. It has been indicated that HPWs is a strategic implementation system that sticks to a ‘Bigger’ strategic system and is not merely about adopting the right HRM policies and practices. It involves a strong alignment of the entire human resources, policies, and practices within the company. Though there is not a single best approach for the same and thus each organization should customize its system to fulfill its own unique needs.

The present paper where all possible facets of HPWs best practices has been explored and bundled together into three main pillars is a unique study in its way. Also, realizing corporate performance on employee attitudinal measures considering three major facets is an innovative and naive idea considered in the present survey analysis. It was established that employee attitudinal levels can be enhanced leading to higher level of corporate performance, which is always the key aim of any business organization. The study also contributed to the field of general administration in the target organization categorized under ‘Heavy Industry’ sector. The present study helped unbox the “Black Box” of complex interrelationship between the employee attitudinal measures and organizational performance by established the proper linkages between HPWs and EAMs. It is expected that present study will contribute and guide any corporate on what really best-fit the organization including the corrective measures that can be adopted to attain a ‘World Class’ status company. Based on the outcomes of the present work, major recommendations are made for the successful implementation of the HPWs framework in any organization as shown in Figure 3:

Figure 3: HPWS Integration Strategy Framework



Source: Based on Authors' study

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Annexure

- Instruction for Questionnaire Set – I:** Mark your response on each question/statement by rating on a scale of 1 – 5, which best describes your organization, where: 1 - Not At All Agree (Strongly Disagree); 2 - Very Less Agree; 3 - Somewhat Agree; 4 - Highly Agree; 5 - Completely Agree (Strongly Agree)
- Instruction for Questionnaire Set – II:** Please indicate the numeral value as per your perception against each question

Questionnaire Set - I (Survey of HPWs Variable)

a). Performance & Talent Management (PTM) Questionnaire						
1	When staffing new positions organization use external resources	External Resources			Internal Resources	
		1	2	3	4	5
2	Job descriptions are	Flexible and Adaptive			Fixed and Implicit	
		1	2	3	4	5
3	Advancement within the organization can be achieved through	One Way (Single Ladder)			Multiple Avenues	
		1	2	3	4	5
4	The organization's pay structure for employees in similar positions at the competition is	High			Low	
		1	2	3	4	5

5	Performance appraisal system (including skill-mapping and skill-matrix) is	Scientific			Incognizant	
		1	2	3	4	5
6	The benefits package for employees in the company is	Flexible			Standard	
		1	2	3	4	5
7	When appraising employee performance, the criteria for the appraisal is	Behaviorally Oriented			Result Oriented	
		1	2	3	4	5
8	The level of employee participation in the appraisal process is	High			Low	
		1	2	3	4	5
9	Does the appraisal emphasize performance	Individually			In a Group	
		1	2	3	4	5
10	Overall internal talent mobility (i.e. moving people among jobs, projects and geographies) is	Adequate			Inadequate	
		1	2	3	4	5
11	Rewards and recognition (RandR) practice is	Tailored			Verboten	
		1	2	3	4	5
12	Job security in the company is	High			Low	
		1	2	3	4	5
b). Learning & Development (LND) Questionnaire						
1	The emphasis of an employee training program is	Long Term			Short Term	
		1	2	3	4	5
2	The training and development received is	Broad			Task-Specific	
		1	2	3	4	5
3	Training and development received is	Systematic			Not Planned	
		1	2	3	4	5
4	Employee participation in formulating training and development needs is	High			Low	
		1	2	3	4	5
5	Training and development are oriented toward	Group			Individual	
		1	2	3	4	5
6	Industry 4.0 tools (e.g. IoT, Robotics, Cognitive, AI-ML and other related disruptive IT tools) in the company are	Extensively Used			Not Used	
		1	2	3	4	5
7	Leaders to make an employee dream big share	Success Stories			Do Not Celebrate Success	
		1	2	3	4	5
8	Individuals implementing successful innovative projects receive	Additional Rewards			Low Attention	
		1	2	3	4	5
9	Employees are inspired to push their boundaries to think	“Out-of-Box”			Dull	
		1	2	3	4	5
10	Organizations can better tackle futuristic business and workforce challenges because C-Suite (Senior-level) collaborations is	Favored			Not Allowed	
		1	2	3	4	5
11	Safety, Health and Environment (SHE) issues within the organization is	Priority			Not-a-Priority	
		1	2	3	4	5

c). Corporate & Social Entrepreneurship (CSE) Questionnaire						
1	Frontline employees displaying emotional resilience and flexibility during customer interactions (Go-with-Flow Type) are	Properly Trained			Ignored	
		1	2	3	4	5
2	Social skills as a part of 'Emotional Intelligence' (i.e. to build and manage relationships beyond organization) among employees is	Encouraged			Discouraged	
		1	2	3	4	5
		1	2	3	4	5
3	Organizational policy on CSR, Diversity, New Ethos and Values-for-Work is	Effective			Not Effective	
		1	2	3	4	5
4	Financial, cultural and climate impacts on social issues are not given due importance and hence never measured	Important and Measured			Not Measured	
		1	2	3	4	5
5	Small and experimental projects even realizing that some will undoubtedly fail are	Supported			Verboten	
		1	2	3	4	5
		1	2	3	4	5
6	Collective entrepreneurship within the organization is	Encouraged			Discouraged	
		1	2	3	4	5
7	Harmonizing the economy as part of the strategy for establishing Eco-efficiency is	Priority			Not-a-Priority	
		1	2	3	4	5

Questionnaire Set – II (Survey of EAMs Variable)

a). Organizational Commitment (OC) Questionnaire						
		Strongly Disagree			Strongly Agree	
		1	2	3	4	5
1	I put efforts beyond expectations in my work					
2	My organization is a 'Great-Place-To-Work'					
3	I am not loyal to the organization					
4	My personal values and organizational values are very similar					
5	I am proud to share socially that I am part of this organization					
6	I am extremely glad that I chose this department/organization to work for over others					
7	Often, it is difficult to agree with the organizational policies on important matters relating to employees					
8	I am happy to work in the organization					
9	For me, this is the best of all possible departments/organizations for which to work.					
10	Deciding to work for this department/organization was a definite mistake on my part.					

b). Job Satisfaction (JS) Questionnaire						
1	I am paid fairly for the work I do					
2	There are fewer chances of promotion in my job					
3	I am not satisfied with the benefits provided by the organization					
4	I receive recognition for doing a good job					
5	The organization has established a transparent communications system among employees					
6	My supervisor is mostly unfair to me					
7	There is no red tapeism to block the efforts to perform a good job					
8	The goals of this organization are not clear to me					
9	People get ahead fast as they do in other places					
10	There is a 'Sense-of-Pride' in my job and salary I draw from the organization					

c). Motivation and Retention (MR) Questionnaire						
1	I am interested in the work which is assigned to me					
2	There is an appreciation for job well done					
3	The organization has a high job security					
4	Working conditions within the organization are satisfactory					
5	Promotions and growth in the company are abreast					
6	I am emotionally attached to the organization					
7	Employees have high personal loyalty					
8	My managers know my requirements					
9	Generally, superiors are sympathetic to my personal problems					
10	I intend to leave the organization					