

HRM Practices as Predictors of Employee Engagement: An Empirical Investigation

This empirical research aims to investigate the influence some HRM practices (training and development, performance evaluation, work- life balance and reward & benefits) on employee engagement. Data were collected from 250 employees working at different levels from two corporations in Bhutan. Respondents were selected based on convenient sampling and includes both male and female. A standard questionnaire was used to measure all the variables of interest of the study. Multiple regressions were carried out to analyze the obtained data. Results revealed that training and development, performance evaluation and reward and benefits significantly and positively predict employee engagement. The study empirically supports relationship between HRM practices and employee engagement. The implication of the research is that the study may help organizations to deal with engagement issue of employee. The study suggests that organizations can influence employee engagement by bringing changes in human resource practices which in turn may influence employee's productivity and organizational performance.

Md. Hassan Jafri, Sr. Lecturer, Gaeddu College of Business Studies, Royal University of Bhutan, Gedu, Chukha, Bhutan. hassaan_j@rediffmail.com

Key Words: Employee engagement, Training and development, Work- life balance, Rewards and Benefits.

Index of Financial Inclusion: An Alternative Approach

Empirical evidences confirm the presence of significant inter-state disparities in the provision of financial services across the Indian states and Union Territories. However, across-state comparison in this matter requires the construction of some conceptually sound index. Sarma(2008) proposed a framework for the computation of an index of financial inclusion in the lines of the Human Development Index. The present paper demonstrate how such indices could also be developed using the non-parametric approaches. To this effect, the present paper computes the index of financial inclusion of 29 Indian States for the year 2005-06 using the BCC Envelopment and Free Disposal Hull Approach. The paper also tries to capture the regional variation in the scores which indicates the extent of regional asymmetry which is persistent in the Indian economy in the matter of financial inclusion.

Dr. Ram Pratap Sinha, Associate Professor, Government College of Engineering and Leather Technology, Salt Lake, Kolkata, rampratapsinha39@gmail.com

Keywords: Index of financial inclusion, Regional variation, Distance function, Data envelopment analysis, Free disposal Hull approach.

Moderating Role of Organizational Culture on Job Attitude and Personal Effectiveness

Moderated models are often used in a regression analysis when an independent variable influences a dependent variable. That is, they are used to identify factors that change the relationship between independent and dependent variables (Moss, 2010). In the present study, Moderated Regression Analysis is conducted to ascertain the moderating role of Organizational culture on Job attitude and Personal effectiveness relationship. To represent the interaction between Organizational culture and Job attitude, the variables are first standardized and then multiplied together. This analysis clarifies whether Personal effectiveness depends on Organizational culture and Job attitude.

Reena George, Research Scholar, Department of Psychology, University of Calicut, dr.reena_g@yahoo.co.in
C. Jayan, Professor, Department of Psychology, University of Calicut, drcjayan@gmail.com

Keywords: Job Attitude, Moderated Regression Analysis, Organizational culture, Personal effectiveness

Determinants of Inward FDI in Developing Countries: Evidence from a Time Series Data Analysis

Empirical evidences confirm the presence of significant inter-state disparities in the provision of financial services across the Indian states and Union Territories. However, across-state comparison in this matter requires the construction of some conceptually sound index. Sarma(2008) proposed a framework for the computation of an index of financial inclusion in the lines of the Human Development Index. The present paper demonstrate how such indices could also be developed using the non-parametric approaches. To this effect, the present paper computes the index of financial inclusion of 29 Indian States for the year 2005-06 using the BCC Envelopment and Free Disposal Hull Approach. The paper also tries to capture the regional variation in the scores which indicates the extent of regional asymmetry which is persistent in the Indian economy in the matter of financial inclusion.

Mani Govil, Faculty member, IBS, Mumbai, manigovil@gmail.com

Key words: **Keywords:** Foreign direct investment(FDI), foreign capital, economic factors, determinants, East Asia and Pacific, Latin America and Caribbean countries

Effectiveness of Team in the Framework of Learning Organization of Indian Banking System

After the 1991 the central government launched economic liberalization opening the door of Indian market for rest of the globe. As a result the Banking systems in India are also continuously facing challenges, which generate uncontrolled crisis situation. Learning organization, an intervention from the angle of organizational development leads to overcome bureaucratic crisis and increasing alienation from both customers and fellow members of the organization, where an important role of team and its cohesiveness for the effectiveness of the organization exist. This might be true for banking system also. Keeping in mind, the study was conducted with the help of standardized questionnaires, firstly, to identify how much the bank officers of nationalized and private sector banks perceive the Learning Organization dimensions of their banks; secondly, to identify the differences between Team Cohesiveness dimensions for nationalized and private sector banks; and thirdly, to identify the differences between Team Cohesiveness dimensions for low perceived Learning Organization and High perceived Learning Organization scale scores as perceived by the bank officers of nationalized and private sector banks. Data analysis indicated that the Team Effectiveness of the banking systems in India was influenced by the specific trends of Learning Organization Profile.

Dr Rita Basu, Assistant Professor, Institute of Business Management, Kolkata, West Bengal, rita_nce@yahoo.com

Dr Anjali Ray, Professor, Department of Applied Psychology, University of Calcutta

Key words: Economic liberalization, Learning Organization, Team cohesiveness.

Management of Library Quality Services in Public Universities in Tanzania

Many institutions of higher education in Tanzania and other developing economies are striving to improve the quality of education through imposing policies and other appropriate measures. One of the measures imposed by governments of these economies is the establishment of governing boards which are responsible among other things; quality control and assurance in higher learning institutions to make sure each and every institution adhere to the standards set by these watchdogs. This study is aimed at investigating the quality of library services in public universities using SERVQUAL MODEL. It should be noted that, quality management in not-for-profit organizations is challenging than profit oriented organizations. The one who pays for the services in public institutions does not necessarily be the one who consumes the services and those who consume the services sometimes don't pay for the services. The findings of this study revealed that there is an overall service quality gap for users of public universities library services in all universities combined. However, some universities are better off than their counterparts.

Dr. Omary Swallehe, Lecturer, Mzumbe University, School of Business, Tanzania, Oswallehe@mzumbe.ac.tz

Upendo Mandari, Graduate, Mzumbe University, School of Business, Tanzania, umandari@mzumbe.ac.tz

Key words: Public Universities, Quality services, SERVQUAL MODEL, Satisfaction. Library services

JOURNAL SUBSCRIPTION FORM

The annual Subscription rates, including postage, are as follows:

	Institutional	Individual
Within India	Rs. 1000	Rs. 600
Within SAARC Countries	US\$ 50	US\$ 30
Rest of the World	US\$ 100	US\$ 50

The subscription order should be accompanied by payment in the form of Bank Draft drawn in favour of “IES-MCRC”, payable at Mumbai.

Name:

Position (If Individual):

Organization:

Mailing Address:

.....

.....

Telephone:

Fax:

Email:

Payment Details:

Bank Draft/ Cheque at par drawn in favour of “IES-MCRC”, payable at Mumbai

DD No. Dated:

Date: **Signature:**

Mail to:

The Chief Editor – Anvesha,
IES Management College & Research Centre
‘Vishwakarma’ M. D. Lotlikar Vidya Sankul,
791, S.K.Marg, Bandra Reclamation, Mumbai - 400 050

CONTENTS

From The Editor’s Desk

Research Papers

1. **HRM Practices as Predictors of Employee Engagement: An Empirical Investigation**
Md. Hassan Jafri 1
2. **Index of Financial Inclusion: An Alternative Approach**
Dr. Ram Pratap Sinha 10
3. **Moderating Role of Organizational Culture on Job Attitude and Personal Effectiveness**
Reena George, C. Jayan 18
4. **Determinants of Inward FDI in Developing Countries: Evidence from a Time Series Data Analysis**
Mrs. Mani Govil 22
5. **Effectiveness of Team in the Framework of Learning Organization of Indian Banking System**
Dr Rita Basu, Dr Anjali Ray 30
6. **Management of Library Quality Services in Public Universities in Tanzania**
Dr. Omary Swallehe, Upendo Mandari 41

Book Reviews

1. **Teams: A Competency Based Approach**
Prof. M.S.Rao 51