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Role of Human Resource Management Approaches in Life Insurance Corporation, Arunachal Pradesh

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ABSTRACT

In order to establish the purpose of study which intends to show the impact of HRM approaches on Life Insurance Corporation's (LIC)performance, the researcher used multivariate analysis. Multivariate analysis is known as a statistical process of simultaneously solving one or more independent variables with more than one or multiple dependent variables and not only to compare the difference among the multiple dependent variables in establishing causality with the predictor variables. In the present study, the independent variables comprised of HRMapproaches in terms of Alignment, Retention Strategies, Recruitment & Selection, Training & Development, Compensation & Benefit, Performance Appraisal, Internal Communication, Career Planning, and Job Design whereas the dependent variable comprised of measures of Life Insurance Corporation's (LIC)performance in terms of Rate of Productivity, Quality of services/products, Customer Service and Sales Growth. The results of following null hypothesis will be analysed with the findings of multivariate analysis.The study used multivariate analysis for the given objective of the study. The results indicated that the impact of HRM approaches on Life Insurance Corporation was significant. Given the above variables, the multiyear project designs and rollouts to fast design strategy under the alignment approach of HRM approaches significantly influences Life Insurance Corporation's sales growth.

Keywords: Human Resource Management, Life Insurance Corporation, Arunachal Pradesh, Performance indicators, Multivariate Analysis.

INTRODUCTION:

Human Resource Managementis one of the top topics since the last few decades. One of the most interesting factors of the last two decades has been that the organizations across a large part of the world have changed their pattern of working and management. The impact of globalization in this case cannot be minimalized. The impact of the way that the new way of working opened was that the employers or companies had the opportunity to acquire and become acquired by foreign companies; work along foreign companies and be settled across country borders and in different regions as well(Irina, 2011). This not only opened the opportunities for the companies, but the people working in them were able to take advantage of the increased opportunities present. HR teams faced challenges with the retaining of employees in their present job because they always could find better and more attractive packages. Today HRM is used as a tool to ensure that the employees are provided the needed opportunities and benefits to attract and retain them. The essence of HRM is that the concept of HRM embodies not only hiring and retaining employees but an overall approach to an employee's daily experiences and interactions within the organization(Collings, 2009). Presently the HRM includes the maintaining of hiring processes, disciplinary actions required, handling payroll, quality

maintenance as well as handling the exit processes. The idea of the HRM is that the dual intentions of both the employee and the employer can be realized by a strategic partnership. It is a proactive response and thus requires a simple process to ensure that the procedures of the HRM can benefit and reach all and equally.
HRM over the years have modified its approach as per the dynamic changes in the business environment to ensure stability in organisation's overall performance (Byremo, 2015). The needs today is not only just hiring or mediating employee salary and payroll. Today the HRM handles the whole alignment process. They align employees and their goals with the growth plan of the company and ensure that employees can themselves have professional growth opportunities(Gruman, 2011). The recruitment process today is also different than the previous method. Then there is the selection process, the development of the employee from induction phase till training and actual working. The HRM also investigates the amount of compensation provided to the employees, the benefits for employees, the appraisals, performance assessment and communication internally. While we talk about internal communication it would mean the way that the company communicates its requirements, expectations and also communicated problems and comes to solutions with employees
HRM impacts the health of any company and especially in the Life Insurance Corporation it is required that the employees can get the right benefits. The employees of the Life Insurance Corporations require to have constant motivation to perform their best and to ensure that they bring in business owing to the significant competition with the private sector companies and also their counterparts in other states(Little, 2011). The need for constant motivation and the increasing number of companies in the field ensure that the employees always have great offers around and are looking for the best opportunities for them. So, the HRM approaches need to ensure that they make all the efforts to ensure that they use the Standard Operating Process and Procedures that ensure that the organization functions properly and can maintain the expectation of the employees.

AIM OF THE STUDY:

This study aims to investigate the role of human resource management approaches in maintaining the performance of Life Insurance Corporation of Arunachal Pradesh.

LITERATURE REVIEW:

About Life Insurance Corporation:

Nationalised in 1956, Life Insurance Corporation of India dominates the Indian market as the sole government undertaking organisation in providing insurance products and services. Its variegated products ranges from different life insurance schemes for individuals as well as groups like employers, societies and associations, pensions, micro-insurance plans, social security schemes as well as health plans, to name a few(LIC, 2018). Headquartered in Mumbai, the organisation has branches across 29 Indian states, amongst whom, Arunachal Pradesh represents the eastern zone inspiring the researcher to investigate the performance of the organisation, considering its human resource management approaches. In the state, the LIC has 9 offices of various purposes namely– branch offices, satellite offices and mini offices in cities of Papum Pare, East Siang, Upper Subansiri, Tezu and capital city of Itanagar(LIC, 2018).
One of the major objective of the LIC is to innovate and adopt to the continuous changing needs of the society and to involve all of its workforce to guarantee competent and considerate services to its customers. It is here that its HRM approaches holds prominence in ensuring efficient performance with the changing dynamics of the society(Kumar, 2012). The LIC is witnessed to impart adequate training aimed to upgrade skills and knowledge of its employees as well as preparing them for alternate growth of the organisation, as part of its HRD approach. Training is imparted through zonal centers wherein experienced personnel training the employees based on contemporary market dynamics. Other than these, external centres through collaboration with established institutes such as, IIM Lucknow, MDI Gurgaon and IIST Pune, to name a few. Besides training, there are promotion policies based on their overall professional attitude and performance(Purohit, 2013). However, there are negligible studies showing the role of these HRM policies on the overall performance of the LIC in Arunachal Pradesh. Also, the various approaches of HRM with respect to alignment, retention strategies, recruitment & selection, training & development, compensation & benefit, performance appraisal, internal communication, career planning, and job design and performance of the LIC in terms of Rate of Productivity, Quality of services/products, Customer Service and Sales Growth are also lagging, making this study imperative to bring into light the position of the LIC in the eastern zone of India. Following the imperativeness, the following section deals extensively of the various HRM approaches considered to investigate the impact on performance in the study.

Human Resource Approaches: Understanding the processes and changes over the years:

There is a need to ensure that people can provide better services for their counterparts (Jahanshahi, et al., 2011). The advantages of a better systematic and competitive strategy for HRM ensures that the company can ensure that it stays a step ahead of the competition. This is found through a change in how people are managed within the organization. Further itemphasises on the use of pay as a pointer to ensure that the organisationscan retain employees. Surely the compensation provides all employees a reason to ensure that they check out new opportunities, but not all employees put impetus on compensation as a measure of growth. It is here that the HRM provides the tools to ensure that the employees find something unique in their company, they ensure better results and that they become aware of how the company has ensured a better face value. The first thing that ensures that a company is better seen as a good employer is first the different security as well as the care towards the family and personal life of the employee. The employers who have the most satisfied employees often include the option for employee's health and other benefits which ensure that the employees feel that they are being taken care of. An employee spends a good deal of their daily hours in the office, so it is a good idea for the employers to provide high wages, better incentives and monetary as well as non-monetary benefits (Zuffo, 2011). There are often many people who will ensure that they can provide the means to ensure better innovation points. There are many roles that the HRM can take within a company as well as ensure that the company can better innovate and make use of their facilitiesto harbor the best talents.

The processes used by the HRM for the better management of the data includes better perks, opportunities to learn within the organization as well as providing chance of continuous education facilities and learning opportunities within the company. There areseveral hiring options that ensure better results. The need to learn and the ideas that make a difference come from people who are motivated and want to provide their best efforts for the work they love; HRM ensures that they are provided the opportunities they deserve and ensure that they can be retained within the company to ensure that it can make use of those innovative ideas(Peleckis, 2013). Besides, its knowledge management capacityensures the continuous learning opportunities to the employees thereby enhancing their knowledge either in the domain they are working in, in leadership or to learn a new skill altogether. Overall, HRM approaches act conducive to innovative activities by allowing firms to ascertain and employ understanding and expertise in the organisation(Chen & Huang, 2009).

Another very important aspect of the HRM is that it ensures that employees feel valued within the organization. Sometimes only money or perks are not able to motivate employees, but they can become productive when they feel needed and respected. HRM here essentially ensure that the diversity within the employees are treasured and celebrated and that all feel valued and respected. For employees with special needs, the need for equal treatment and acceptance within the company remains as one of the interesting features that still attract a lot of talent. Differently-abled people need to be respected and provided the required means to ensure that they can fulfil their targets(Maitra, 2016). The use of strategic HRM is that it ensures better management of the employees within a global perspective. For employers which have offices throughout the globe and in different countries that have employees from a diverse ethnic and regional backgrounds it is necessary that the people become aware of the importance of the management of employees in that case as well.

Employee roles and the use of innovation within the company is the essence to a successful human resource management, and especially so for the international employers. The use of innovation as an assessing medium for employees surely suggest how much the importance of such innovators mean to employers. HRMapproaches ensure that the employees receive proper training and are tested to ensure productivity and speed. There is also the fact that the work-life balance can ensure that employees are satisfied of their jobs in the organization. Rules and regulations and a transparent process ensures that the HRM process remains clear to employees both outside and inside the organization(Edmondson & Harvey, 2017).

METHODOLOGY:

Research Design:

In this research the author endeavorsto establish a measurable method to know the HRM approaches taken in the different companies and in different cities. There are many issues that the researcher shall investigate which include the selection and shortlisting process of the employees, the way that the employees would be selected and required for the same job role.

Participants:

Sampled size involved500 employees of LIC Arunachal Pradesh, considering its Itanagar, Papum Pare, East Siang, Upper Subansiri, and Tezu branches. Employees who underwent or experienced some form of HRM approaches in terms of training, appraisal, promotion and so on are considered for the study.=The study

furtherinvestigates the different compensation processes as well as the benefits provided to the employees in each organization as well as tally withcity and job wise to ensure that the study can have a comparative value for the same. For this, the researcher made sure that the respondents are employed in the concerned organisation for at least 6 months. However, out of the total 500 employees, only 370 employees' responses were complete and valid, thereby gaining a response rate of 74%.

Measurement Instrument and Measures:

Measuring instrument involves close-ended and structured questionnaire involving various HRM practices and generic perception of employees on the various HRM practices applied in their respective organisations.Life Insurance Corporation branches across Arunachal Pradesh were approached wherein the questionnaire was distributed following the random sampling plan. Ethical considerations of privacy and anonymity of the respondents were maintained to safeguard their personal and professional information.

Data Analysis Procedure:

Upon collecting the data, it was numerically coded using the MS Excel software. Later, it was imported to SPSS (v 23.0) spreadsheet following which tools of multivariate correlation and regression was carried out to establish inferences on impact factors of HRM practices. Generic perception of respondents and their demographic distribution was analysed using frequency tool. Data validity and reliability was established through obtaining of Cronbach's Alpha value on >.60.

FINDINGS:

Descriptive Statistics:

In this section, the demographic profile of the respondents from 5 branches of LIC has been represented and analysed in the form of frequency distribution. The study has presented the results of frequency distribution through pie- charts to make it easier for understanding of the readers.

Out of 370 candidates captured in the study, around 58% were males. Major respondents' lied under the age group 22-30 years and 30-40 years sharing around 28% and 22% of the total dataset respectively. In addition, the educational qualification of respondents indicated around 28% post- doctoral, 27% with Professional degree/diploma and 21% graduates in the present study. In addition to this the participants of the organizations accounted majorly 35% Insurance Advisors, 23% Branch managers, 17% Relationship Managers and 16% Consultants. In terms of work experience of these participants, mainly 36% and 25% respondents were experienced for 5-10 years and less than 5 years respectively.

Gender		**Frequency**	**Percent**
Valid	Male	251	57.2
	Female	119	27.1
	Total	**370**	**84.3**
Missing	System	69	15.7
	Total	**439**	**100.0**
Age		**Frequency**	**Percent**
Valid	18-22	41	9.3
	22-30	120	27.3
	30-40	94	21.4
	40-50	55	12.5
	50-60	51	11.6
	60+and above	9	2.1
	Total	**370**	**84.3**
Missing	System	69	15.7
	Total	**439**	**100.0**
Educational Qualification		**Frequency**	**Percent**
Valid	Graduate	91	20.7
	Post Graduate	42	9.6
	Post-Doctoral	121	27.6
	Professional degree/diploma	116	26.4
	Total	**370**	**84.3**
System		69	15.7

Considering the objective of the study that is to identify the impact of HRM approaches on nonlife insurance companies, the foremost agenda to identify the awareness of the HRM approaches was attempted. It was identified that around 53% participants were aware of the same and 27% were unsure of it.

Given the general and background information of the respondents the next section will take into account the inferential analysis including hypothesis testing for presented objective of the study thereby presenting several insights and implications of the same.

Inferential Analysis

To identify that the vector of means of the groups are from the same sampling distribution or not, the researcher has undertaken Willks' Lambda test for this one-way MANOVA. If the Wilks' Lambda value is closer to zero, there is a significant discrimination between the groups(Simonite et al., 2000). Therefore for the present study the results of one-way MANOVA revealed a significant influence with Wilks' λ closer to 0 for few of the variables significant at $p<0.05$.Thus we reject the null hypothesis stating the same means of the groups from the dataset. In addition few of the variables were not significant as $p>0.05$ thus the null hypothesis was not rejected. In that case the partial eta square indicates that the variables had approximately upto 10% chances of rejecting the null hypothesis when it should have been rejected.

Levene's Test of Equality of Error Variances[a]				
	F	**df1**	**df2**	**Sig.**
Employees	2.896	165	204	.000
Employees	1.369	165	204	.017
Meeting more customer targets than before in each quarter	1.171	165	204	.142
Intensity of new products	.973	165	204	.571
Launches of services/products	.763	165	204	.965
Lower defects	.770	165	204	.960
Interaction counts	1.239	165	204	.073
Resolution rates	.780	165	204	.951
Call volume	1.789	165	204	.000
Current sales revenue	3.253	165	204	.000
Previous period sales revenue	2.638	165	204	.000
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.				

Levene's Test of Equality of Error Variances:

Further the data collected is checked for homogeneity or the variances of variables across groups through the Levene's Test, it is indicated clearly for most of the dependent variables that the p values is not less than 0.05 thus the null hypothesis stating homogeneity across the groups is accepted.

From the above two tests it can be clarified that MANOVA is successful that is the model is fit for conducting the impact of HRM approaches on LIC. Also from the correlation table in appendix indicates that the dependent variables were moderately correlated to each other.

Discussion and Findings: Multivariate Analysis and Post Hoc test:

Further the data is applied for testing of between subject effects which represents the separate ANOVA for each dependent variable. From the table it can be analyzed that the impact of changing from multiple year project designs and rollouts with respect toalignment approach within HRM approaches is majorly significant to various dependent variables that represents non-life insurance companies' performance at $p<0.05$. Also other various variables like offer more training development, on the job degree/diploma course and effective engagement were significant to intensity of new products with $p<0.05$. In addition, evaluating employee onboarding, flexibility arrangements in working(work from home once a week), autonomy in taking work decisions, incentive reward payouts rather than salary increase, use of artificial intelligence and intra organizational work exposure were significant to current sales revenue. Top down transparency and sharing of information –both good and bad was also significant to resolution rates. Coaching and timely continuous feedback was significant to call volume. All of these independent variables were significant at $p< 0.05$ thus protecting type 1 error in the model.

With regards to multiyear project designs and rollouts to fast design strategy, there is significant differences among the impact on dependent variables. Thus, this overall significant difference in mean leads to the post-hoc

test for comparison analysis between the dependent variables to test which of the specific mean differs. It is clearly viewed from table that the pairs of measures of sales growth (Current sales growth and previous year sales growth) were positive and significantly influenced by this alignment approach within HRM approaches with $p<0.05$. In addition to this a similar finding is made in (Patanakul & Milosevic, 2009)wherein the challenges in effectiveness of multiyear projects have been highlighted and role of fast environment and fast time to market implementation are stressed.

Result: The null hypothesis stating that the impact of HRM approachesdoes not influence LIC's performance is rejected.

CONCLUSION:

Study Implications:

From the above analysis the study indicates about improving the organisation's performance with respect to HRM approaches and its implications. Thus a detailed analysis should be undertaken with respect to managerial efficiency in implementing the same. As per the findings a multiyear project and rollouts to fast design strategy is crucial and can be effective if competencies like multitasking, the management of interdependencies and interactions, and leadership/simultaneous team management are undertaken.

Limitations and future scope of study:

The most important limitation of this study was that, no qualitative analysis was done amongst the participants of LIC. Thus, for future scope of the study, it is suggested that qualitative studies including interviews and focus group be implemented for qualitative data collection. This will allow assessment of perspectives of the participants for better and in-depth implications of HRM approaches. Another limitation due to time constraint and funding was that the survey was administered in a single state of Arunachal Pradesh in the Eastern zone, henceforth for future scope it is suggested that the survey be conducted at a massive scale for insightful results.

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APPENDIX I:

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[l]
Corrected Model	Employees	55.154[a]	82	.673	.939	.626	.211	76.980	.989
	Employees	76.253[b]	82	.930	1.298	.062	.271	106.423	1.000
	Meeting more customer targets than before in each quarter	65.724[c]	82	.802	1.349	.039	.278	110.596	1.000
	Intensity of new products	70.085[d]	82	.855	1.397	.024	.285	114.581	1.000
	Launches of services/products	114.707[e]	82	1.399	1.719	.001	.329	140.944	1.000
	Lower defects	90.512[f]	82	1.104	1.383	.028	.283	113.430	1.000
	Interaction counts	75.656[g]	82	.923	1.533	.006	.305	125.694	1.000
	Resolution rates	107.154[h]	82	1.307	1.795	.000	.339	147.169	1.000
	Call volume	78.743[i]	82	.960	1.679	.001	.324	137.677	1.000
	Current sales revenue	209.274[j]	82	2.552	4.436	.000	.559	363.726	1.000
	Previous period sales revenue	278.026[k]	82	3.391	5.716	.000	.620	468.701	1.000
Intercept	Employees	73.240	1	73.240	102.224	.000	.263	102.224	1.000
	Employees	60.987	1	60.987	85.116	.000	.229	85.116	1.000
	Meeting more customer targets than before in each quarter	71.987	1	71.987	121.133	.000	.297	121.133	1.000
	Intensity of new products	75.480	1	75.480	123.401	.000	.301	123.401	1.000
	Launches of services/products	77.248	1	77.248	94.917	.000	.249	94.917	1.000
	Lower defects	81.065	1	81.065	101.591	.000	.261	101.591	1.000
	Interaction counts	72.027	1	72.027	119.666	.000	.294	119.666	1.000
	Resolution rates	68.624	1	68.624	94.251	.000	.247	94.251	1.000
	Call volume	96.828	1	96.828	169.297	.000	.371	169.297	1.000
	Current sales revenue	46.892	1	46.892	81.501	.000	.221	81.501	1.000
	Previous period sales revenue	88.419	1	88.419	149.059	.000	.342	149.059	1.000
Use_of_Learning_technologiessuch_as_webcasts_and_large cohort_l	Employees	1.586	1	1.586	2.213	.138	.008	2.213	.317
	Employees	.031	1	.031	.044	.834	.000	.044	.055
	Meeting more customer targets than before in each quarter	.600	1	.600	1.009	.316	.004	1.009	.170
	Intensity of new products	.226	1	.226	.369	.544	.001	.369	.093
	Launches of services/products	.274	1	.274	.337	.562	.001	.337	.089
	Lower defects	.007	1	.007	.009	.926	.000	.009	.051
	Interaction counts	2.033	1	2.033	3.378	.067	.012	3.378	.449
	Resolution rates	.298	1	.298	.409	.523	.001	.409	.098
	Call volume	.180	1	.180	.315	.575	.001	.315	.087
	Current sales revenue	.503	1	.503	.875	.350	.003	.875	.154
	Previous period sales revenue	.345	1	.345	.582	.446	.002	.582	.118
From_multiyear_project_design_and_rollouts_to_fast_design_imp	Employees	.213	1	.213	.297	.586	.001	.297	.084
	Employees	2.576	1	2.576	3.596	.059	.012	3.596	.472
	Meeting more customer targets than before in each quarter	.059	1	.059	.099	.753	.000	.099	.061
	Intensity of new products	4.772	1	4.772	7.801	.006	.026	7.801	.795
	Launches of services/products	7.085	1	7.085	8.706	.003	.029	8.706	.837
	Lower defects	4.443	1	4.443	5.568	.019	.019	5.568	.652
	Interaction counts	1.789	1	1.789	2.972	.086	.010	2.972	.405
	Resolution rates	9.410	1	9.410	12.925	.000	.043	12.925	.948
	Call volume	.520	1	.520	.909	.341	.003	.909	.158
	Current sales revenue	.022	1	.022	.038	.846	.000	.038	.054
	Previous period sales revenue	.427	1	.427	.720	.397	.003	.720	.135
Unlocking_human_potential_through_the_practise_of_Exercises_and_	Employees	.172	1	.172	.241	.624	.001	.241	.078
	Employees	.250	1	.250	.349	.555	.001	.349	.091
	Meeting more customer targets than before in each quarter	.428	1	.428	.720	.397	.003	.720	.135
	Intensity of new products	.234	1	.234	.383	.537	.001	.383	.095
	Launches of services/products	.027	1	.027	.034	.855	.000	.034	.054
	Lower defects	.080	1	.080	.100	.752	.000	.100	.061
	Interaction counts	1.106	1	1.106	1.838	.176	.006	1.838	.272
	Resolution rates	.007	1	.007	.010	.919	.000	.010	.051
	Call volume	1.478	1	1.478	2.585	.109	.009	2.585	.361

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
	Current sales revenue	.227	1	.227	.395	.530	.001	.395	.096
	Previous period sales revenue	.133	1	.133	.225	.636	.001	.225	.076
Clear_understandable_HR_policies_to_balance_the_interest_between	Employees	2.611	2	1.306	1.822	.164	.013	3.644	.379
	Employees	1.821	2	.911	1.271	.282	.009	2.542	.275
	Meeting more customer targets than before in each quarter	.550	2	.275	.463	.630	.003	.925	.125
	Intensity of new products	2.764	2	1.382	2.260	.106	.016	4.520	.458
	Launches of services/products	1.888	2	.944	1.160	.315	.008	2.320	.254
	Lower defects	.372	2	.186	.233	.792	.002	.466	.086
	Interaction counts	.647	2	.324	.537	.585	.004	1.075	.138
	Resolution rates	3.490	2	1.745	2.397	.093	.016	4.793	.482
	Call volume	1.353	2	.677	1.183	.308	.008	2.366	.258
	Current sales revenue	.621	2	.311	.540	.583	.004	1.080	.139
	Previous period sales revenue	.807	2	.404	.681	.507	.005	1.361	.164
Offer_more_Training__Development	Employees	1.153	2	.577	.805	.448	.006	1.610	.187
	Employees	1.976	2	.988	1.379	.253	.010	2.758	.296
	Meeting more customer targets than before in each quarter	1.739	2	.869	1.463	.233	.010	2.926	.312
	Intensity of new products	4.410	2	2.205	3.605	.028	.025	7.210	.664
	Launches of services/products	1.266	2	.633	.778	.460	.005	1.556	.182
	Lower defects	1.391	2	.696	.872	.419	.006	1.743	.199
	Interaction counts	.190	2	.095	.158	.854	.001	.315	.074
	Resolution rates	2.107	2	1.053	1.447	.237	.010	2.893	.308
	Call volume	1.362	2	.681	1.190	.306	.008	2.381	.260
	Current sales revenue	.726	2	.363	.631	.533	.004	1.261	.155
	Previous period sales revenue	2.347	2	1.174	1.979	.140	.014	3.957	.408
Increase_Employee_Engagement_like_effective_Communication_gifts	Employees	.296	2	.148	.206	.814	.001	.413	.082
	Employees	.938	2	.469	.655	.520	.005	1.310	.159
	Meeting more customer targets than before in each quarter	.185	2	.092	.155	.856	.001	.311	.074
	Intensity of new products	4.566	2	2.283	3.732	.025	.025	7.465	.681
	Launches of services/products	.765	2	.383	.470	.625	.003	.940	.127
	Lower defects	.707	2	.354	.443	.642	.003	.887	.122
	Interaction counts	.092	2	.046	.076	.926	.001	.153	.062
	Resolution rates	.910	2	.455	.625	.536	.004	1.249	.154
	Call volume	1.078	2	.539	.943	.391	.007	1.886	.213
	Current sales revenue	.982	2	.491	.854	.427	.006	1.707	.196
	Previous period sales revenue	1.691	2	.846	1.426	.242	.010	2.851	.304
Evaluate_employee_onboarding	Employees	.386	1	.386	.539	.463	.002	.539	.113
	Employees	.081	1	.081	.113	.737	.000	.113	.063
	Meeting more customer targets than before in each quarter	3.313	1	3.313	5.576	.019	.019	5.576	.653
	Intensity of new products	.062	1	.062	.101	.751	.000	.101	.062
	Launches of services/products	2.939	1	2.939	3.611	.058	.012	3.611	.474
	Lower defects	2.923	1	2.923	3.663	.057	.013	3.663	.479
	Interaction counts	.189	1	.189	.314	.575	.001	.314	.086
	Resolution rates	2.066	1	2.066	2.838	.093	.010	2.838	.389
	Call volume	.745	1	.745	1.302	.255	.005	1.302	.206
	Current sales revenue	3.863	1	3.863	6.714	.010	.023	6.714	.733
	Previous period sales revenue	1.809	1	1.809	3.050	.082	.011	3.050	.413
Employer_branding_to_ensure_that_right_talent_is_attracted_to_th	Employees	.055	2	.027	.038	.962	.000	.077	.056
	Employees	.665	2	.333	.464	.629	.003	.929	.126
	Meeting more customer targets than before in each quarter	1.359	2	.679	1.143	.320	.008	2.286	.251
	Intensity of new products	.287	2	.143	.234	.791	.002	.469	.087
	Launches of services/products	3.759	2	1.880	2.309	.101	.016	4.619	.467
	Lower defects	3.865	2	1.933	2.422	.091	.017	4.844	.486
	Interaction counts	.716	2	.358	.595	.552	.004	1.190	.149
	Resolution rates	.845	2	.423	.580	.560	.004	1.161	.146
	Call volume	1.704	2	.852	1.490	.227	.010	2.980	.317
	Current sales revenue	1.100	2	.550	.956	.386	.007	1.912	.215
	Previous period sales revenue	2.314	2	1.157	1.950	.144	.013	3.900	.403

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
Top_down_transparency_and_speed_of_information_sharing__both_go	Employees	.833	2	.416	.581	.560	.004	1.162	.146
	Employees	.862	2	.431	.602	.549	.004	1.203	.150
	Meeting more customer targets than before in each quarter	.916	2	.458	.771	.464	.005	1.542	.181
	Intensity of new products	.147	2	.074	.120	.887	.001	.240	.068
	Launches of services/products	2.208	2	1.104	1.356	.259	.009	2.713	.291
	Lower defects	.696	2	.348	.436	.647	.003	.873	.121
	Interaction counts	.009	2	.005	.008	.993	.000	.015	.051
	Resolution rates	4.493	2	2.247	3.086	.047	.021	6.171	.592
	Call volume	1.159	2	.579	1.013	.364	.007	2.026	.226
	Current sales revenue	.510	2	.255	.443	.642	.003	.886	.122
	Previous period sales revenue	3.400	2	1.700	2.866	.059	.020	5.731	.559
Use_of_social_media__job_portals_LinkedIn_indeed_Naukri_etc#	Employees	.207	2	.103	.144	.866	.001	.289	.072
	Employees	1.835	2	.917	1.280	.280	.009	2.561	.277
	Meeting more customer targets than before in each quarter	1.660	2	.830	1.397	.249	.010	2.793	.299
	Intensity of new products	2.382	2	1.191	1.947	.145	.013	3.894	.402
	Launches of services/products	2.982	2	1.491	1.832	.162	.013	3.664	.381
	Lower defects	2.502	2	1.251	1.568	.210	.011	3.135	.331
	Interaction counts	2.930	2	1.465	2.434	.090	.017	4.867	.488
	Resolution rates	2.648	2	1.324	1.819	.164	.013	3.637	.378
	Call volume	5.116	2	2.558	4.472	.012	.030	8.944	.763
	Current sales revenue	.125	2	.062	.109	.897	.001	.217	.067
	Previous period sales revenue	.529	2	.264	.446	.641	.003	.891	.122
Redesigned_interview_strategy_like_video_conferencing	Employees	2.982	2	1.491	2.081	.127	.014	4.161	.426
	Employees	1.216	2	.608	.848	.429	.006	1.697	.195
	Meeting more customer targets than before in each quarter	4.165	2	2.083	3.505	.031	.024	7.009	.651
	Intensity of new products	2.312	2	1.156	1.890	.153	.013	3.779	.391
	Launches of services/products	.198	2	.099	.122	.885	.001	.243	.069
	Lower defects	.162	2	.081	.102	.903	.001	.203	.065
	Interaction counts	1.232	2	.616	1.023	.361	.007	2.047	.228
	Resolution rates	.421	2	.210	.289	.749	.002	.578	.096
	Call volume	3.226	2	1.613	2.820	.061	.019	5.640	.551
	Current sales revenue	.509	2	.254	.442	.643	.003	.884	.122
	Previous period sales revenue	1.614	2	.807	1.360	.258	.009	2.720	.292
On_the_job_Degree Diploma_course_	Employees	1.214	2	.607	.847	.430	.006	1.694	.195
	Employees	2.854	2	1.427	1.991	.138	.014	3.983	.410
	Meeting more customer targets than before in each quarter	1.636	2	.818	1.377	.254	.010	2.753	.295
	Intensity of new products	4.666	2	2.333	3.814	.023	.026	7.629	.691
	Launches of services/products	1.679	2	.840	1.032	.358	.007	2.064	.230
	Lower defects	1.983	2	.992	1.243	.290	.009	2.485	.270
	Interaction counts	1.648	2	.824	1.369	.256	.009	2.737	.294
	Resolution rates	1.709	2	.855	1.174	.311	.008	2.347	.256
	Call volume	.420	2	.210	.367	.693	.003	.734	.109
	Current sales revenue	.078	2	.039	.068	.935	.000	.135	.060
	Previous period sales revenue	.066	2	.033	.056	.946	.000	.111	.058
Intraorganization_work_exposure	Employees	2.588	2	1.294	1.806	.166	.012	3.613	.376
	Employees	1.544	2	.772	1.078	.342	.007	2.155	.238
	Meeting more customer targets than before in each quarter	1.311	2	.655	1.103	.333	.008	2.206	.243
	Intensity of new products	2.367	2	1.183	1.935	.146	.013	3.870	.400
	Launches of services/products	.830	2	.415	.510	.601	.004	1.020	.134
	Lower defects	.607	2	.303	.380	.684	.003	.761	.111
	Interaction counts	.738	2	.369	.613	.542	.004	1.227	.152
	Resolution rates	.176	2	.088	.121	.886	.001	.242	.068
	Call volume	.603	2	.302	.527	.591	.004	1.055	.137
	Current sales revenue	4.252	2	2.126	3.695	.026	.025	7.391	.676
	Previous period sales revenue	2.291	2	1.146	1.931	.147	.013	3.862	.399
Interorganization_w	Employees	.072	2	.036	.050	.951	.000	.101	.058
	Employees	1.292	2	.646	.901	.407	.006	1.803	.205

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
ork_exposure_	Meeting more customer targets than before in each quarter	1.198	2	.599	1.008	.366	.007	2.016	.225
	Intensity of new products	.525	2	.262	.429	.651	.003	.858	.119
	Launches of services/products	.395	2	.197	.242	.785	.002	.485	.088
	Lower defects	.793	2	.397	.497	.609	.003	.994	.131
	Interaction counts	.082	2	.041	.068	.934	.000	.136	.060
	Resolution rates	.374	2	.187	.257	.774	.002	.514	.090
	Call volume	2.234	2	1.117	1.953	.144	.013	3.907	.403
	Current sales revenue	1.484	2	.742	1.290	.277	.009	2.579	.279
	Previous period sales revenue	1.265	2	.632	1.066	.346	.007	2.132	.236
Working_under_challenging_projects_	Employees	.582	2	.291	.406	.666	.003	.813	.115
	Employees	2.270	2	1.135	1.584	.207	.011	3.168	.334
	Meeting more customer targets than before in each quarter	3.277	2	1.639	2.757	.065	.019	5.514	.541
	Intensity of new products	1.688	2	.844	1.380	.253	.010	2.760	.296
	Launches of services/products	2.848	2	1.424	1.750	.176	.012	3.500	.366
	Lower defects	1.569	2	.785	.983	.375	.007	1.967	.220
	Interaction counts	1.586	2	.793	1.317	.269	.009	2.635	.284
	Resolution rates	.645	2	.323	.443	.643	.003	.886	.122
	Call volume	2.415	2	1.207	2.111	.123	.014	4.222	.432
	Current sales revenue	2.283	2	1.141	1.984	.139	.014	3.967	.409
	Previous period sales revenue	1.250	2	.625	1.054	.350	.007	2.107	.234
Online_learning_mechanisms_anytime_anywhere	Employees	.019	2	.009	.013	.987	.000	.027	.052
	Employees	1.430	2	.715	.998	.370	.007	1.995	.223
	Meeting more customer targets than before in each quarter	2.344	2	1.172	1.972	.141	.014	3.945	.407
	Intensity of new products	1.391	2	.695	1.137	.322	.008	2.273	.249
	Launches of services/products	1.808	2	.904	1.111	.331	.008	2.222	.245
	Lower defects	1.745	2	.873	1.094	.336	.008	2.187	.241
	Interaction counts	.948	2	.474	.787	.456	.005	1.575	.184
	Resolution rates	2.063	2	1.032	1.417	.244	.010	2.834	.303
	Call volume	.485	2	.242	.424	.655	.003	.848	.118
	Current sales revenue	1.267	2	.633	1.101	.334	.008	2.202	.243
	Previous period sales revenue	2.452	2	1.226	2.067	.128	.014	4.134	.424
Incentiveraward_payouts_rather_than_increase_in_salary_every_ye	Employees	.664	2	.332	.464	.629	.003	.927	.125
	Employees	.702	2	.351	.490	.613	.003	.980	.130
	Meeting more customer targets than before in each quarter	.453	2	.227	.381	.683	.003	.762	.111
	Intensity of new products	1.270	2	.635	1.038	.356	.007	2.076	.231
	Launches of services/products	1.403	2	.701	.862	.424	.006	1.724	.198
	Lower defects	1.514	2	.757	.949	.389	.007	1.897	.214
	Interaction counts	.988	2	.494	.821	.441	.006	1.642	.190
	Resolution rates	.797	2	.398	.547	.579	.004	1.094	.140
	Call volume	.277	2	.138	.242	.785	.002	.484	.088
	Current sales revenue	3.753	2	1.877	3.261	.040	.022	6.523	.618
	Previous period sales revenue	.062	2	.031	.052	.949	.000	.105	.058
Caregiving_Benefits_Paid_timeofffamily_leave_for_new_parents	Employees	.112	3	.037	.052	.984	.001	.156	.059
	Employees	.578	3	.193	.269	.848	.003	.806	.101
	Meeting more customer targets than before in each quarter	2.686	3	.895	1.506	.213	.016	4.519	.397
	Intensity of new products	1.071	3	.357	.584	.626	.006	1.751	.171
	Launches of services/products	.497	3	.166	.203	.894	.002	.610	.088
	Lower defects	1.345	3	.448	.562	.641	.006	1.686	.166
	Interaction counts	.074	3	.025	.041	.989	.000	.123	.057
	Resolution rates	.881	3	.294	.403	.751	.004	1.210	.130
	Call volume	1.227	3	.409	.715	.543	.007	2.146	.202
	Current sales revenue	3.702	3	1.234	2.145	.095	.022	6.435	.544
	Previous period sales revenue	1.096	3	.365	.616	.605	.006	1.848	.178
Effective_Health__Safety_Programs_lik	Employees	.389	3	.130	.181	.909	.002	.543	.084
	Employees	.262	3	.087	.122	.947	.001	.365	.072
	Meeting more customer targets than before in each quarter	1.154	3	.385	.647	.585	.007	1.942	.186

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
e_on_site _activity_ classes	Intensity of new products	4.297	3	1.432	2.342	.073	.024	7.026	.585
	Launches of services/products	5.474	3	1.825	2.242	.084	.023	6.726	.564
	Lower defects	5.091	3	1.697	2.127	.097	.022	6.380	.540
	Interaction counts	.171	3	.057	.095	.963	.001	.285	.067
	Resolution rates	6.810	3	2.270	3.118	.027	.032	9.353	.723
	Call volume	1.317	3	.439	.767	.513	.008	2.302	.214
	Current sales revenue	8.512	3	2.837	4.931	.002	.049	14.794	.909
	Previous period sales revenue	2.538	3	.846	1.426	.235	.015	4.278	.377
Coaching _and_hum an_develo pment_ap proach_Ti mely_and _continuo us_f	Employees	.500	3	.167	.233	.874	.002	.698	.094
	Employees	3.912	3	1.304	1.820	.144	.019	5.460	.471
	Meeting more customer targets than before in each quarter	1.847	3	.616	1.036	.377	.011	3.109	.280
	Intensity of new products	2.078	3	.693	1.132	.336	.012	3.397	.304
	Launches of services/products	1.954	3	.651	.800	.495	.008	2.401	.222
	Lower defects	.501	3	.167	.209	.890	.002	.628	.089
	Interaction counts	3.424	3	1.141	1.896	.130	.019	5.688	.489
	Resolution rates	1.313	3	.438	.601	.615	.006	1.803	.175
	Call volume	4.630	3	1.543	2.698	.046	.027	8.095	.653
	Current sales revenue	.534	3	.178	.309	.819	.003	.928	.110
	Previous period sales revenue	.047	3	.016	.026	.994	.000	.079	.055
Simple_P erformanc e_manage ment_syst ems_Mini mise_for m_filling_ and	Employees	.214	2	.107	.149	.862	.001	.298	.073
	Employees	.761	2	.381	.531	.588	.004	1.063	.137
	Meeting more customer targets than before in each quarter	.192	2	.096	.162	.851	.001	.323	.075
	Intensity of new products	.176	2	.088	.144	.866	.001	.288	.072
	Launches of services/products	6.009	2	3.004	3.692	.026	.025	7.383	.675
	Lower defects	4.752	2	2.376	2.978	.052	.020	5.955	.576
	Interaction counts	1.084	2	.542	.900	.408	.006	1.800	.205
	Resolution rates	5.646	2	2.823	3.877	.022	.026	7.754	.698
	Call volume	3.579	2	1.789	3.129	.045	.021	6.258	.599
	Current sales revenue	.667	2	.333	.579	.561	.004	1.159	.146
	Previous period sales revenue	2.390	2	1.195	2.015	.135	.014	4.029	.414
Performan ce_related _Rewards __Bonuse s	Employees	.085	2	.043	.059	.942	.000	.119	.059
	Employees	.125	2	.063	.087	.916	.001	.175	.063
	Meeting more customer targets than before in each quarter	.338	2	.169	.284	.753	.002	.569	.095
	Intensity of new products	.752	2	.376	.615	.542	.004	1.229	.152
	Launches of services/products	.097	2	.048	.059	.942	.000	.119	.059
	Lower defects	.037	2	.019	.023	.977	.000	.047	.054
	Interaction counts	.507	2	.253	.421	.657	.003	.842	.118
	Resolution rates	.053	2	.027	.036	.964	.000	.073	.055
	Call volume	.080	2	.040	.070	.933	.000	.139	.060
	Current sales revenue	1.064	2	.532	.925	.398	.006	1.850	.209
	Previous period sales revenue	1.738	2	.869	1.465	.233	.010	2.930	.312
Onesizebr eaksall_S pending_t ime_with _individu al_employ ees_and	Employees	.473	3	.158	.220	.882	.002	.660	.091
	Employees	.665	3	.222	.309	.819	.003	.928	.110
	Meeting more customer targets than before in each quarter	1.055	3	.352	.592	.621	.006	1.775	.172
	Intensity of new products	.907	3	.302	.494	.686	.005	1.483	.150
	Launches of services/products	.330	3	.110	.135	.939	.001	.405	.075
	Lower defects	.161	3	.054	.067	.977	.001	.202	.062
	Interaction counts	1.839	3	.613	1.018	.385	.011	3.055	.276
	Resolution rates	.244	3	.081	.112	.953	.001	.335	.070
	Call volume	.510	3	.170	.297	.828	.003	.891	.107
	Current sales revenue	1.792	3	.597	1.038	.376	.011	3.115	.281
	Previous period sales revenue	1.715	3	.572	.964	.410	.010	2.892	.262
Digital_w orkplace_ strategy	Employees	.455	2	.227	.317	.728	.002	.635	.100
	Employees	1.595	2	.797	1.113	.330	.008	2.226	.245
	Meeting more customer targets than before in each quarter	1.328	2	.664	1.117	.329	.008	2.235	.246
	Intensity of new products	.102	2	.051	.083	.920	.001	.167	.063
	Launches of services/products	5.604	2	2.802	3.443	.033	.023	6.886	.643

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
	Lower defects	2.374	2	1.187	1.488	.228	.010	2.976	.316
	Interaction counts	.230	2	.115	.191	.826	.001	.382	.080
	Resolution rates	3.133	2	1.567	2.152	.118	.015	4.304	.439
	Call volume	.099	2	.050	.087	.917	.001	.173	.063
	Current sales revenue	.351	2	.176	.305	.737	.002	.611	.098
	Previous period sales revenue	.804	2	.402	.678	.509	.005	1.355	.164
Motivational_Talks	Employees	.905	2	.452	.631	.533	.004	1.263	.155
	Employees	2.618	2	1.309	1.827	.163	.013	3.654	.380
	Meeting more customer targets than before in each quarter	2.088	2	1.044	1.757	.174	.012	3.514	.367
	Intensity of new products	.791	2	.395	.647	.525	.004	1.293	.158
	Launches of services/products	3.690	2	1.845	2.267	.105	.016	4.534	.459
	Lower defects	3.765	2	1.882	2.359	.096	.016	4.718	.475
	Interaction counts	.454	2	.227	.377	.686	.003	.754	.110
	Resolution rates	3.160	2	1.580	2.170	.116	.015	4.340	.442
	Call volume	.559	2	.280	.489	.614	.003	.978	.130
	Current sales revenue	.063	2	.032	.055	.947	.000	.110	.058
	Previous period sales revenue	.877	2	.439	.739	.478	.005	1.479	.175
Use_of_Artificial_intelligence	Employees	.069	2	.034	.048	.953	.000	.096	.057
	Employees	.921	2	.461	.643	.526	.004	1.286	.157
	Meeting more customer targets than before in each quarter	.770	2	.385	.648	.524	.004	1.295	.158
	Intensity of new products	1.128	2	.564	.922	.399	.006	1.843	.209
	Launches of services/products	.671	2	.336	.412	.662	.003	.825	.117
	Lower defects	1.242	2	.621	.779	.460	.005	1.557	.182
	Interaction counts	.014	2	.007	.012	.988	.000	.023	.052
	Resolution rates	.264	2	.132	.181	.834	.001	.363	.078
	Call volume	.613	2	.307	.536	.585	.004	1.073	.138
	Current sales revenue	4.585	2	2.292	3.984	.020	.027	7.968	.711
	Previous period sales revenue	1.165	2	.583	.982	.376	.007	1.965	.220
Job_rotation	Employees	.750	4	.188	.262	.902	.004	1.047	.107
	Employees	.654	4	.164	.228	.922	.003	.913	.099
	Meeting more customer targets than before in each quarter	.618	4	.155	.260	.903	.004	1.040	.107
	Intensity of new products	1.040	4	.260	.425	.790	.006	1.701	.149
	Launches of services/products	3.543	4	.886	1.088	.362	.015	4.353	.342
	Lower defects	3.095	4	.774	.970	.424	.013	3.878	.306
	Interaction counts	.429	4	.107	.178	.949	.002	.714	.088
	Resolution rates	1.971	4	.493	.677	.609	.009	2.707	.219
	Call volume	2.018	4	.504	.882	.475	.012	3.528	.280
	Current sales revenue	3.576	4	.894	1.554	.187	.021	6.215	.478
	Previous period sales revenue	17.624	4	4.406	7.428	.000	.094	29.711	.996
Sideways_promotion	Employees	.919	4	.230	.321	.864	.004	1.282	.122
	Employees	1.556	4	.389	.543	.704	.008	2.172	.181
	Meeting more customer targets than before in each quarter	.258	4	.064	.108	.980	.002	.434	.072
	Intensity of new products	.803	4	.201	.328	.859	.005	1.314	.124
	Launches of services/products	1.758	4	.440	.540	.706	.007	2.161	.180
	Lower defects	2.307	4	.577	.723	.577	.010	2.891	.233
	Interaction counts	.271	4	.068	.113	.978	.002	.451	.073
	Resolution rates	.281	4	.070	.097	.983	.001	.386	.070
	Call volume	3.034	4	.758	1.326	.260	.018	5.304	.413
	Current sales revenue	4.127	4	1.032	1.793	.130	.024	7.173	.544
	Previous period sales revenue	4.396	4	1.099	1.853	.119	.025	7.411	.559
Multiple_skills_development	Employees	3.707	4	.927	1.293	.273	.018	5.174	.403
	Employees	1.092	4	.273	.381	.822	.005	1.524	.137
	Meeting more customer targets than before in each quarter	1.019	4	.255	.429	.788	.006	1.714	.150
	Intensity of new products	1.085	4	.271	.443	.777	.006	1.774	.154
	Launches of services/products	.687	4	.172	.211	.932	.003	.844	.095
	Lower defects	.441	4	.110	.138	.968	.002	.553	.079
	Interaction counts	2.055	4	.514	.853	.492	.012	3.413	.271

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[1]
	Resolution rates	.914	4	.229	.314	.869	.004	1.256	.120
	Call volume	3.857	4	.964	1.686	.153	.023	6.744	.515
	Current sales revenue	1.533	4	.383	.666	.616	.009	2.664	.216
	Previous period sales revenue	.461	4	.115	.194	.941	.003	.776	.091
Flexible_working_arrangements_Work_from_Homesuitable_location_	Employees	1.518	4	.379	.530	.714	.007	2.118	.177
	Employees	4.478	4	1.120	1.562	.184	.021	6.250	.481
	Meeting more customer targets than before in each quarter	2.037	4	.509	.857	.490	.012	3.428	.272
	Intensity of new products	3.399	4	.850	1.389	.238	.019	5.557	.431
	Launches of services/products	3.769	4	.942	1.158	.330	.016	4.631	.362
	Lower defects	2.851	4	.713	.893	.468	.012	3.573	.283
	Interaction counts	.438	4	.110	.182	.948	.003	.729	.089
	Resolution rates	2.392	4	.598	.821	.512	.011	3.286	.262
	Call volume	2.124	4	.531	.928	.448	.013	3.714	.294
	Current sales revenue	9.864	4	2.466	4.286	.002	.056	17.143	.927
	Previous period sales revenue	4.692	4	1.173	1.977	.098	.027	7.909	.591
Autonomy_in_taking_work_decisions	Employees	1.021	4	.255	.356	.840	.005	1.424	.131
	Employees	.545	4	.136	.190	.943	.003	.761	.090
	Meeting more customer targets than before in each quarter	.061	4	.015	.026	.999	.000	.103	.055
	Intensity of new products	.433	4	.108	.177	.950	.002	.708	.087
	Launches of services/products	1.919	4	.480	.589	.671	.008	2.358	.194
	Lower defects	.508	4	.127	.159	.959	.002	.637	.083
	Interaction counts	.370	4	.093	.154	.961	.002	.615	.082
	Resolution rates	2.195	4	.549	.754	.556	.010	3.015	.242
	Call volume	.795	4	.199	.347	.846	.005	1.390	.129
	Current sales revenue	7.401	4	1.850	3.216	.013	.043	12.863	.826
	Previous period sales revenue	5.995	4	1.499	2.526	.041	.034	10.106	.713
Say_in_organizational_decisions	Employees	2.312	4	.578	.807	.522	.011	3.226	.257
	Employees	1.095	4	.274	.382	.821	.005	1.528	.138
	Meeting more customer targets than before in each quarter	.981	4	.245	.412	.800	.006	1.650	.146
	Intensity of new products	.668	4	.167	.273	.895	.004	1.093	.110
	Launches of services/products	3.046	4	.762	.936	.444	.013	3.743	.296
	Lower defects	4.013	4	1.003	1.257	.287	.017	5.029	.392
	Interaction counts	.204	4	.051	.085	.987	.001	.339	.067
	Resolution rates	3.268	4	.817	1.122	.346	.015	4.489	.352
	Call volume	.254	4	.064	.111	.979	.002	.444	.073
	Current sales revenue	1.319	4	.330	.573	.682	.008	2.292	.190
	Previous period sales revenue	6.705	4	1.676	2.826	.025	.038	11.304	.767
Error	Employees	205.627	287	.716					
	Employees	205.638	287	.717					
	Meeting more customer targets than before in each quarter	170.557	287	.594					
	Intensity of new products	175.548	287	.612					
	Launches of services/products	233.574	287	.814					
	Lower defects	229.015	287	.798					
	Interaction counts	172.747	287	.602					
	Resolution rates	208.965	287	.728					
	Call volume	164.146	287	.572					
	Current sales revenue	165.129	287	.575					
	Previous period sales revenue	170.244	287	.593					
Total	Employees	5121.000	370						
	Employees	4920.000	370						
	Meeting more customer targets than before in each quarter	4706.000	370						
	Intensity of new products	4242.000	370						
	Launches of services/products	3960.000	370						
	Lower defects	3925.000	370						
	Interaction counts	4739.000	370						
	Resolution rates	3978.000	370						
	Call volume	5855.000	370						

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	Noncent Parameter	Observed Power[l]
	Current sales revenue	1981.000	370						
	Previous period sales revenue	2178.000	370						
Corrected Total	Employees	260.781	369						
	Employees	281.892	369						
	Meeting more customer targets than before in each quarter	236.281	369						
	Intensity of new products	245.632	369						
	Launches of services/products	348.281	369						
	Lower defects	319.527	369						
	Interaction counts	248.403	369						
	Resolution rates	316.119	369						
	Call volume	242.889	369						
	Current sales revenue	374.403	369						
	Previous period sales revenue	448.270	369						

a. R Squared = .211 (Adjusted R Squared = -.014)
b. R Squared = .271 (Adjusted R Squared = .062)
c. R Squared = .278 (Adjusted R Squared = .072)
d. R Squared = .285 (Adjusted R Squared = .081)
e. R Squared = .329 (Adjusted R Squared = .138)
f. R Squared = .283 (Adjusted R Squared = .078)
g. R Squared = .305 (Adjusted R Squared = .106)
h. R Squared = .339 (Adjusted R Squared = .150)
i. R Squared = .324 (Adjusted R Squared = .131)
j. R Squared = .559 (Adjusted R Squared = .433)
k. R Squared = .620 (Adjusted R Squared = .512)
l. Computed using alpha = .05

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[d]
Intercept	Pillai's Trace	.666	50.137[b]	11.000	277.000	.000	.666	551.507	1.000
	Wilks' Lambda	.334	50.137[b]	11.000	277.000	.000	.666	551.507	1.000
	Hotelling's Trace	1.991	50.137[b]	11.000	277.000	.000	.666	551.507	1.000
	Roy's Largest Root	1.991	50.137[b]	11.000	277.000	.000	.666	551.507	1.000
Use_of_Learning_technologiessuch_as_webcasts_and_largecohort_l	Pillai's Trace	.041	1.078[b]	11.000	277.000	.379	.041	11.857	.594
	Wilks' Lambda	.959	1.078[b]	11.000	277.000	.379	.041	11.857	.594
	Hotelling's Trace	.043	1.078[b]	11.000	277.000	.379	.041	11.857	.594
	Roy's Largest Root	.043	1.078[b]	11.000	277.000	.379	.041	11.857	.594
From_multiyear_project_design_and_rollouts_to_fast_design_imp	Pillai's Trace	.079	2.153[b]	11.000	277.000	.017	.079	23.685	.925
	Wilks' Lambda	.921	2.153[b]	11.000	277.000	.017	.079	23.685	.925
	Hotelling's Trace	.086	2.153[b]	11.000	277.000	.017	.079	23.685	.925
	Roy's Largest Root	.086	2.153[b]	11.000	277.000	.017	.079	23.685	.925
Unlocking_human_potential_through_the_practise_of_Exercises_and_	Pillai's Trace	.049	1.285[b]	11.000	277.000	.233	.049	14.130	.690
	Wilks' Lambda	.951	1.285[b]	11.000	277.000	.233	.049	14.130	.690
	Hotelling's Trace	.051	1.285[b]	11.000	277.000	.233	.049	14.130	.690
	Roy's Largest Root	.051	1.285[b]	11.000	277.000	.233	.049	14.130	.690
Clear_understandable_HR_policies_to_balance_the_interest_between	Pillai's Trace	.089	1.180	22.000	556.000	.259	.045	25.968	.871
	Wilks' Lambda	.913	1.177[b]	22.000	554.000	.263	.045	25.883	.870
	Hotelling's Trace	.093	1.173	22.000	552.000	.266	.045	25.799	.868
	Roy's Largest	.053	1.328[c]	11.000	278.000	.208	.050	14.613	.709

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[d]
	Root								
Offer_more_Training__Development	Pillai's Trace	.110	1.477	22.000	556.000	.075	.055	32.495	.948
	Wilks' Lambda	.892	1.478[b]	22.000	554.000	.075	.055	32.525	.948
	Hotelling's Trace	.118	1.480	22.000	552.000	.074	.056	32.554	.949
	Roy's Largest Root	.083	2.090[c]	11.000	278.000	.021	.076	22.988	.916
Increase_Employee_Engagement_like_effective_Communication_gifts	Pillai's Trace	.080	1.048	22.000	556.000	.402	.040	23.059	.815
	Wilks' Lambda	.922	1.050[b]	22.000	554.000	.399	.040	23.105	.816
	Hotelling's Trace	.084	1.052	22.000	552.000	.397	.040	23.150	.817
	Roy's Largest Root	.064	1.616[c]	11.000	278.000	.094	.060	17.781	.811
Evaluate_employee_onboarding	Pillai's Trace	.081	2.231[b]	11.000	277.000	.013	.081	24.540	.935
	Wilks' Lambda	.919	2.231[b]	11.000	277.000	.013	.081	24.540	.935
	Hotelling's Trace	.089	2.231[b]	11.000	277.000	.013	.081	24.540	.935
	Roy's Largest Root	.089	2.231[b]	11.000	277.000	.013	.081	24.540	.935
Employer_branding_to_ensure_that_right_talent_is_attracted_to_th	Pillai's Trace	.073	.963	22.000	556.000	.510	.037	21.196	.770
	Wilks' Lambda	.927	.967[b]	22.000	554.000	.505	.037	21.279	.772
	Hotelling's Trace	.077	.971	22.000	552.000	.500	.037	21.362	.774
	Roy's Largest Root	.063	1.597[c]	11.000	278.000	.099	.059	17.564	.805
Top_down_transparency_and_speed_of_information_sharing_–_both_go	Pillai's Trace	.132	1.787	22.000	556.000	.015	.066	39.309	.982
	Wilks' Lambda	.872	1.788[b]	22.000	554.000	.015	.066	39.334	.982
	Hotelling's Trace	.143	1.789	22.000	552.000	.015	.067	39.357	.982
	Roy's Largest Root	.097	2.442[c]	11.000	278.000	.006	.088	26.859	.957
Use_of_social_media__job_portals_LinkedIn_indeed_Naukri_etc#	Pillai's Trace	.072	.940	22.000	556.000	.541	.036	20.678	.756
	Wilks' Lambda	.929	.938[b]	22.000	554.000	.545	.036	20.628	.755
	Hotelling's Trace	.075	.935	22.000	552.000	.548	.036	20.578	.754
	Roy's Largest Root	.047	1.186[c]	11.000	278.000	.296	.045	13.044	.646
Redesigned_interview_strategy_like_video_conferencing	Pillai's Trace	.093	1.239	22.000	556.000	.208	.047	27.265	.891
	Wilks' Lambda	.909	1.236[b]	22.000	554.000	.210	.047	27.196	.890
	Hotelling's Trace	.098	1.233	22.000	552.000	.213	.047	27.127	.889
	Roy's Largest Root	.060	1.506[c]	11.000	278.000	.129	.056	16.567	.775
On_the_job_Degree Diploma_course_	Pillai's Trace	.054	.707	22.000	556.000	.835	.027	15.554	.592
	Wilks' Lambda	.946	.705[b]	22.000	554.000	.836	.027	15.521	.591
	Hotelling's Trace	.056	.704	22.000	552.000	.838	.027	15.487	.589
	Roy's Largest Root	.037	.941[c]	11.000	278.000	.501	.036	10.351	.523
Intraorganization_work_exposure	Pillai's Trace	.104	1.390	22.000	556.000	.111	.052	30.580	.931
	Wilks' Lambda	.898	1.388[b]	22.000	554.000	.112	.052	30.535	.931
	Hotelling's Trace	.110	1.386	22.000	552.000	.113	.052	30.490	.930
	Roy's Largest Root	.071	1.794[c]	11.000	278.000	.055	.066	19.739	.858
Interorganization_work_exposure_	Pillai's Trace	.084	1.110	22.000	556.000	.331	.042	24.415	.843
	Wilks' Lambda	.917	1.109[b]	22.000	554.000	.332	.042	24.394	.843
	Hotelling's Trace	.088	1.108	22.000	552.000	.333	.042	24.373	.842
	Roy's Largest Root	.060	1.518[c]	11.000	278.000	.124	.057	16.696	.779
Working_under_chal	Pillai's Trace	.092	1.216	22.000	556.000	.227	.046	26.752	.884

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[d]
lenging_projects_	Wilks' Lambda	.910	1.212[b]	22.000	554.000	.231	.046	26.657	.882
	Hotelling's Trace	.096	1.207	22.000	552.000	.234	.046	26.563	.881
	Roy's Largest Root	.051	1.279[c]	11.000	278.000	.236	.048	14.073	.688
Online_learning_mechanisms_anytime_anywhere	Pillai's Trace	.088	1.157	22.000	556.000	.281	.044	25.462	.862
	Wilks' Lambda	.914	1.161[b]	22.000	554.000	.278	.044	25.542	.864
	Hotelling's Trace	.093	1.165	22.000	552.000	.274	.044	25.620	.865
	Roy's Largest Root	.072	1.815[c]	11.000	278.000	.051	.067	19.968	.863
Incentivereward_payouts_rather_than_increase_in_salary_every_ye	Pillai's Trace	.107	1.423	22.000	556.000	.096	.053	31.309	.938
	Wilks' Lambda	.896	1.427[b]	22.000	554.000	.094	.054	31.396	.939
	Hotelling's Trace	.114	1.431	22.000	552.000	.093	.054	31.481	.940
	Roy's Largest Root	.085	2.138[c]	11.000	278.000	.018	.078	23.517	.923
Caregiving_Benefits_Paid_timeofffamily_leave_for_new_parents	Pillai's Trace	.122	1.078	33.000	837.000	.352	.041	35.569	.933
	Wilks' Lambda	.881	1.089	33.000	816.797	.337	.041	35.287	.930
	Hotelling's Trace	.132	1.101	33.000	827.000	.321	.042	36.318	.939
	Roy's Largest Root	.097	2.461[c]	11.000	279.000	.006	.088	27.070	.958
Effective_Health__Safety_Programs_like_on_site_activity_classes	Pillai's Trace	.168	1.500	33.000	837.000	.036	.056	49.499	.991
	Wilks' Lambda	.840	1.504	33.000	816.797	.035	.056	48.712	.990
	Hotelling's Trace	.180	1.507	33.000	827.000	.035	.057	49.738	.991
	Roy's Largest Root	.106	2.680[c]	11.000	279.000	.003	.096	29.482	.973
Coaching_and_human_development_approach_Timely_and_continuous_f	Pillai's Trace	.128	1.132	33.000	837.000	.281	.043	37.351	.947
	Wilks' Lambda	.877	1.130	33.000	816.797	.284	.043	36.594	.941
	Hotelling's Trace	.135	1.127	33.000	827.000	.287	.043	37.198	.946
	Roy's Largest Root	.071	1.803[c]	11.000	279.000	.053	.066	19.837	.860
Simple_Performance_management_systems_Minimise_form_filling_and	Pillai's Trace	.084	1.109	22.000	556.000	.332	.042	24.396	.843
	Wilks' Lambda	.918	1.107[b]	22.000	554.000	.334	.042	24.351	.842
	Hotelling's Trace	.088	1.105	22.000	552.000	.336	.042	24.306	.841
	Roy's Largest Root	.057	1.434[c]	11.000	278.000	.157	.054	15.772	.750
Performance_related_Rewards__Bonuses	Pillai's Trace	.047	.612	22.000	556.000	.917	.024	13.463	.512
	Wilks' Lambda	.953	.610[b]	22.000	554.000	.918	.024	13.420	.510
	Hotelling's Trace	.048	.608	22.000	552.000	.920	.024	13.378	.509
	Roy's Largest Root	.029	.732[c]	11.000	278.000	.708	.028	8.049	.405
Onesizebreaksall_Spending_time_with_individual_employees_and	Pillai's Trace	.047	.408	33.000	837.000	.999	.016	13.465	.423
	Wilks' Lambda	.953	.407	33.000	816.797	.999	.016	13.181	.413
	Hotelling's Trace	.049	.406	33.000	827.000	.999	.016	13.388	.420
	Roy's Largest Root	.026	.663[c]	11.000	279.000	.773	.025	7.288	.365
Digital_workplace_strategy	Pillai's Trace	.097	1.294	22.000	556.000	.167	.049	28.466	.908
	Wilks' Lambda	.904	1.300[b]	22.000	554.000	.163	.049	28.603	.909
	Hotelling's Trace	.104	1.306	22.000	552.000	.159	.049	28.738	.911
	Roy's Largest Root	.082	2.078[c]	11.000	278.000	.022	.076	22.858	.914
Motivational_Talks	Pillai's Trace	.062	.809	22.000	556.000	.716	.031	17.792	.670
	Wilks' Lambda	.939	.806[b]	22.000	554.000	.719	.031	17.737	.668
	Hotelling's	.064	.804	22.000	552.000	.723	.031	17.682	.666

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	Noncent. Parameter	Observed Power[d]
	Trace								
	Roy's Largest Root	.038	.957[c]	11.000	278.000	.486	.036	10.528	.531
Use_of_Artificial_intelligence	Pillai's Trace	.097	1.282	22.000	556.000	.175	.048	28.211	.904
	Wilks' Lambda	.904	1.298[b]	22.000	554.000	.165	.049	28.545	.909
	Hotelling's Trace	.105	1.313	22.000	552.000	.155	.050	28.876	.913
	Roy's Largest Root	.093	2.350[c]	11.000	278.000	.009	.085	25.846	.948
Job_rotation	Pillai's Trace	.213	1.430	44.000	1120.000	.036	.053	62.905	.997
	Wilks' Lambda	.800	1.448	44.000	1061.687	.031	.054	60.843	.996
	Hotelling's Trace	.234	1.465	44.000	1102.000	.027	.055	64.455	.998
	Roy's Largest Root	.145	3.684[c]	11.000	280.000	.000	.126	40.525	.997
Sideways_promotion	Pillai's Trace	.139	.917	44.000	1120.000	.627	.035	40.365	.938
	Wilks' Lambda	.867	.914	44.000	1061.687	.632	.035	38.452	.922
	Hotelling's Trace	.146	.912	44.000	1102.000	.638	.035	40.108	.936
	Roy's Largest Root	.065	1.650[c]	11.000	280.000	.085	.061	18.151	.821
Multiple_skills_development	Pillai's Trace	.183	1.223	44.000	1120.000	.154	.046	53.809	.990
	Wilks' Lambda	.827	1.230	44.000	1061.687	.148	.046	51.692	.986
	Hotelling's Trace	.197	1.236	44.000	1102.000	.142	.047	54.374	.990
	Roy's Largest Root	.107	2.724[c]	11.000	280.000	.002	.097	29.965	.976
Flexible_working_arrangements_Work_from_Homesuitable_location_	Pillai's Trace	.202	1.355	44.000	1120.000	.063	.051	59.614	.996
	Wilks' Lambda	.811	1.355	44.000	1061.687	.063	.051	56.954	.993
	Hotelling's Trace	.216	1.354	44.000	1102.000	.063	.051	59.584	.996
	Roy's Largest Root	.104	2.643[c]	11.000	280.000	.003	.094	29.069	.971
Autonomy_in_taking_work_decisions	Pillai's Trace	.115	.757	44.000	1120.000	.877	.029	33.296	.864
	Wilks' Lambda	.889	.757	44.000	1061.687	.876	.029	31.839	.841
	Hotelling's Trace	.121	.758	44.000	1102.000	.876	.029	33.339	.864
	Roy's Largest Root	.068	1.741[c]	11.000	280.000	.064	.064	19.156	.845
Say_in_organizational_decisions	Pillai's Trace	.155	1.023	44.000	1120.000	.432	.039	45.011	.965
	Wilks' Lambda	.853	1.025	44.000	1061.687	.428	.039	43.105	.956
	Hotelling's Trace	.164	1.027	44.000	1102.000	.424	.039	45.205	.966
	Roy's Largest Root	.091	2.322[c]	11.000	280.000	.010	.084	25.538	.945
