CHAPTER THREE
REVIEW OF LITERATURE

3.1 Introduction:
This chapter is related to the review of relevant literature to the research subject. As a part of research process, reference books, journals/articles, research papers and websites are reviewed to get the conceptual background and practical exposure of the latest developments in the subject as well. It highlights the contents of the books and major findings of the journal, articles, research papers and websites referred. It also covers the review of researches conducted by past researchers in India and other countries.

3.2 Review of Reference Books

This book is a sincere attempt towards the understanding of different dimensions of human resource management. The book is divided into 7 sections and the contents are logically arranged under these sections. These sections are as under –

1) Nature of HRM
2) Employee Hiring
3) Training & Development and Employee Remuneration
4) Motivation
5) Retention of Employees
6) Industrial Relations
7) Ethical Issues in HRM

This sixth edition of the book has been written in the context of changing scenario of business world due to liberalization, privatization, globalization and information technology and included latest information on – competency mapping of HR professionals, HR during economic downturn, symptoms of stress, reasons for appraisal failure, competency based job analysis, balanced scorecard, international human resource management, SHRM and e-HRM.

Observations by the Researcher:
- Each chapter begins with learning objectives and opening case and ends with summary & closing case.
• Key terms, questions for review and discussion, references are also given at the end of chapter.
• A comprehensive case on Vybhav has been given to focus the live issues in HRM from a single company. This case continues throughout the book as continuing case.
• Exercises have been added to several chapters to have an improvement of the group to answer.
• The contents are supported with figures, tables, charts, exhibits and examples to enable the readers to understand easily.
• New HR issues have been highlighted in Pause & Ponder boxed items. It is a question for readers to come with a suitable answer by application of their mind and knowledge.

Due to the comprehensive nature of book, it has been widely accepted across the country and is recommended in many universities. The book has been cited widely in any other books and articles. Being a standard source of knowledge, this book has been referred to gain new and updated knowledge in respect of core aspects in HRM.


Dr. Ashok Chanda and Jie Shen have conducted a research on strategic Human Resource Management and given its findings and conclusions in this book. This book is divided in to following 3 parts –

Part – I : HRM strategic Integration and Organizational Performance;
A Conceptual Framework

An outline of research work and summary of all the chapters covered are given in this part.

Part – II : Individual HR practices and their Impact on Organizational Performance : Empirical Evidence

In this part, HR practices viz. recruitment and selection, performance management, training and development, reward and compensation and employee relations are not only studied but their impact on organizational performance also with the help of statistical tools.
Part – III: Linking HRM strategic Integration and Performance

This part contains the discussion on results, conclusions and implications for study and further research.

This book provides a comprehensive review of literature on HRM and SHRM. It also covers latest information on –

- Indian business environment and status of Human Resource Management (HRM) in India.
- Distinction between HRM & SHRM and its integration with business strategy.

Observations by the Researcher:

The authors have dealt with the subject systematically and emphasized on HRM strategic Integration and its impact on organizational performance by using both financial and non-financial performance parameters. The book explains the importance of human resources, HR practices and strategic human resource management.

The teachers, researchers and HR practitioners find this book very interesting and exhaustive to understand the link between HRM and organizational strategy. Hence, this book can be served as an important reference for the advanced studies in SHRM. The survey instrument given in the appendices has generated new ideas in the preparation of questionnaires for primary data collection.


Dr. Pulapa Subba Rao – Head and Professor of Human Resource Management Division, School of Business Administration, University of Papua New Guinea, Papua New Guinea (Australia).

This book contains two important interrelated subjects i.e. Human Resource Management and Industrial Relations. The contents of the chapters covered on HRM in this book are as under –

- HRM, Environment and Strategies
In the Context of Industrial Relations, the book offers a wide range of topics on different issues like –

- Industrial Relations; Conceptual Analysis
- Trade Unions and Employers Associations
- Grievance and Discipline
- Collective Bargaining
- Industrial Conflicts
- Participation, Empowerment and Quality Circles

In addition to the above mentioned areas, latest issues in HRM arisen due to liberalization, privatization, globalization and information technology have been also added in this edition. Recent issues are as under –

- HR Accounting, Records, Audit, Research and Information
- Ethical Issues in HRM
- E-HRM and International Human Resource Management
- Recent Trends in HRM i.e. – Employer’s Brand, Competency Mapping, Business Process Outsourcing, Knowledge Management, Talent Management, Virtual Organization, Rightsizing and Emotional Intelligence.

**Observations by the Researcher:**

It is very important to note that each chapter begins with learning objectives, contents of the chapter, relevant opening case and concludes with key terms, questions for discussion, closing case & references. The innovative exercises and
games are also given in some chapters. A book maintains learner friendly approach and gives a comprehensive presentation of all the significant areas of Human Resource Management and Industrial Relations. The various dimensions and latest developments in HRM are given with boxes, figures, exhibits and tables. At the left margin, quotations of all the important points are mentioned. The quotations and figures highlight and simplify the concepts. The language of the book is very simple, lucid and easy to understand. A book has been authored in an integrated and multi-disciplinary manner by using standard references. Hence, this book can be served as a standard reference for the advanced study and research work in HRM and Business Administration.


Dr. Nand Kishore Sharma – Former Professor & Head, University of Rajasthan, Jaipur.

This book covers a wide range of the topics on employee policy and labour welfare. The aspects discussed in the book are wage theory, wage pattern, labour problems, human relations in industry, grievances management, labour welfare activities, Indian trade unions etc.

The following industry related important acts have been also focused in the book –

- Workmen’s Compensation Act, 1923
- The Industrial Disputes Act, 1947
- Employees Provident Fund Act, 1952
- Payment of Gratuity Act, 1972
- Maternity Benefit Act, 1961
- Payment of Bonus Act, 1965

Observations by the Researcher:

The language of the book is simple and easy. The contents are logically arranged point wise and paragraph wise. It has been referred to gain the labour welfare activities for preparation of questionnaire. This book is useful to the teachers, students, researchers and those who are interested in HRM.

The current issues in the fields of HRM & HRD have been discussed in a meaningful manner in this book. This book deals with the latest developments in HRM such as HR outsourcing, six sigma, quality circles, kaizen, employee involvement and empowerment.

HR outsourcing refers the outsourcing of particular tasks like recruitment, training and development, payroll, employee benefits administration to a third party having expertise in these fields. Six sigma is a customer focused continuous improvement strategy which minimizes the defect and leads towards perfection. This concept (Six sigma) is discussed with the help of a case study of Sun Microsystems. An interesting case is discussed to study employee involvement and empowerment practices at Bharat Earth Moves Limited (BEML), Mysore. The quality improvement related trends viz. – suggestion scheme, Kaizen and quality circles have been discussed with their practical mechanism in this case.

In addition to the above trends, the articles pertaining to HRD in 21st century, Training Evaluation, Challenges before HRM, HR practices in BSNL, Management of Workforce Diversity etc. are also presented in the book.

Observations by the Researcher:

It’s language is easy and simple and the contents are arranged point-wise in a logical way. It acquaints the teachers, research scholars and readers with the recent development in the subjects of HRM and HRD. Hence, it is useful to gain advanced knowledge in the subject.


This book contains two parts. Part I and Part II deals with the theoretical and practical perspectives of HRM respectively. Part – I consists of 3 chapters on conceptual background and changing scenario of HRM in new millennium. Part – II presents 3 live cases on HR practices in corporate world with respect to the following units –
i) **HRM in Banking Industry with reference to Kalupur Commercial Co-operative Bank Ltd. (KCCB), Ahmedabad.**

This study is based on HRM practices adopted by KCCB like manpower planning, recruitment & selection, training & development, promotion& transfer, performance appraisal & career planning and their relationship with employee morale, motivation, commitment, work culture, work behavior and industrial relations in the organization.

ii) **HR Practices in Co-operative Department**

This case discusses the HR climate of co-operative department and its relevance with the organizational variables such as – work behavior & culture, motivation, morale and commitment.

iii) **HR Practices in Dairy Co-operatives**

The HR practices in Dudhsagar Dairy, Mehsana and Baroda Dairy, Baroda are studied.

**Observations by the Researcher:**

In the annexure, two different questionnaires are given for the head of the HR department and the employees as well. The nature of questionnaire for head of HR dept. is open-ended and the questions are based on the core HR functions. The questionnaire for employees consists of the statements related to motivation, morale, industrial relations, social relations, commitment, work behavior and culture to have the responses by the employees using 5 point scale.

The causes and questionnaires are found very useful to study the subject from practical point of view.


The business scenario is being changed dynamically due to the drastic changes taken place in an Indian business environment like – liberalization, privatization and globalization. As a result of ever- growing competition, there has been continuous demand for competent workforce in all spheres of the business world. Many universities have introduced various courses in management at graduate and post-graduate level to fulfill the requirements of business in new millennium.
HRM is considered as a core subject in management discipline. This book has been authored by keeping in view its core position in management education. It is written to suit the basic needs of understanding the various concepts and recent trends in Human Resource Management.

The book is divided into two sections. Section – I includes the topics on – HRM & Personnel Management, HR planning, job analysis and evaluation and recruitment & selection. The topics on – training & development, performance appraisal, wage & salary administration, fringe benefits, career planning & development, workers participation in management and challenges in HRM are covered in Section – II. The book contains the fundamental HR related aspects properly.

Observations by the Researcher:

The topic is started with an introduction and ended with summary. An adequate discussion has been made on important points by giving the figures, charts, tables & specific formats wherever necessary to simplify the subject. Basically, it is written for the new entrants in management education at graduate level. Hence, it is an interesting & comprehensive in nature and its language is also easy to understand. This book is referred to get a conceptual clarity in the subject.


This is a Twenty-ninth edition (2009) of the book. In the context of liberalization, privatization and globalization, the organizations have realized that the human resources are most valuable asset of the organization and hence, their proper management is essential not only to improve the individual performance of the employees but the organizational performance also. This book has been written by throwing the light on the same fact and changing scenario of business environment.

It is a comprehensive book on ‘Personnel Management’ and has been divided into 6 sections. The contents covered under these sections are as under –

Section – I deals with the conceptual background of the subject covering functions of personnel management, personnel policies, procedures, principles, records, reports, audit and research.
Section – II contains the topics on employment and development of personnel like – human resource planning, recruitment and selection, training and development, promotion, demotion, transfer and performance appraisal.

Section – III discusses about the wage and salary administration, rewards and incentives, job evaluation techniques and employee services in detail.

Section – IV The areas such as – human needs and satisfaction, motivation theories, group dynamics, employee morale, communication, leadership, grievances handling procedure and discipline are fully covered in this section.

Section – V In this section, the chapters on – employee safety and industrial health, industrial disputes, industrial relations and trade unions are included.

Section – VI focuses on the challenges before HRM and emerging trends in HRM like – human resource accounting and audit, human resource research and exit policy.

Observations by the Researcher:

In addition to the theoretical knowledge, this book has given many ideas to the researcher for enabling him in preparation of exhaustive questionnaires for HR managers & for employees and also in conduct of interviews and field visits. The interesting cases are also given in global context. At the end of each chapter, a list of references used is given and the references are properly cited wherever necessary.


This book makes a thorough discussion not only on the theories and principles but also the programmes, policies practices and dynamism in the field of Human Resource Management. This volume deals with the subject in 4 parts –

Part – I : Dynamic Human Resource Management – Concept

This part presents the historical background of personnel administration in U.K., U.S.A. & India and organization of personnel department with the help of charts. It also gives the various practices under the core functions of HRM systematically.

Part – II : Management of Human Resources

The core functions in HRM like – HR planning, recruitment & selection, training & development, promotion & transfer, wage & salary administration,
motivation, employee morale & services, communication & suggestion etc. are fully discussed by giving necessary tables, charts, figures, graphical presentation and specimen formats to make the subject easy and interesting.

**Part – III : Industrial Relations**

This part deals with the relations between union and management, employee discipline, grievance redressal and also about the important provisions of the important legislation under the categories given below –

- Laws dealing with industrial relations – The Indian Trade Union Act, 1926 and The Industrial Disputes Act, 1947.

The laws dealing with working conditions in factories and social security have given the certain inputs for collection of primary data not only through the questionnaire but the interview and observation methods also.

**Part – IV : New Trends in HRM**

The aspects becoming dynamic due to changing scenario of business world such as – new role, professionalism, computer application in HRM, education & evaluation of HRM and tomorrow’s challenges are highlighted in this part. The questions evaluating the HRM helped in a research work to identify the best HR practices and ensure their availability & effective implementation in selected industries.

**Observations by the Researcher :**

The volume is the outcome of the continuous research done by the author, outstanding scholars & two American institutions; National Industrial Conference Board & American Management Association and also the experience of many managers. The policies, programs, practices and cases adopted not only in the Indian but the American companies also are offered in the book. This book is practically
useful to the teachers to teach the dynamics of HRM, researchers to conduct the research and personnel executives to solve personnel problems.

3.3 **Review of Journals / Articles**

1) **HRD Times the Multifaceted Referral Journal, Chennai**  
**ISSN: 0976–7401, Vol. 15, February 2013, No. 2, No. of Pages: 48.**

This issue gives 3 important articles on the following dimensions of Human Resource Management –

i) Appraisal Systems Work – An Overview - by Dr. K. Ramesh, Vivekanand College of Arts & Science for Women, Tiruchengodu (Pages 22 and 23)

ii) Concept of ‘HRD by – F. Srinivasa Rao, Acharya Nagarjuna University, Guntur (32 and 33)

iii) Employee Relations by – A. Xavier Amaladoss, Thanthai Hans Roever College, Perambalur (47 and 48)

The highlights of the above articles are given as under –

i) Dr. K. Ramesh has focused the components of performance management system such as performance planning, ongoing performance communication, data collection and documentation, performance reviews and appraisal meetings, performance diagnosis, counseling and coaching and online performance management system.

One method named ‘The Best – to – Worst Ranking’ adopted by Ford, Microsoft and Sun microsystems is also given. This method is used to identify poor performers. The poor performers are given the chance to improve the performance. If an employee fails to do so then he is asked to leave the organization.

This article has given some good practices of performance management system.

ii) The concept of HRD was introduced by Leonard Nadler in 1969. It is a value oriented concept. P. Srinivasa Rao has explained the developmental processes and practices for human beings in the organization.

Following are few processes for Human Resource Development (HRD) –

1) Individual development –
   * Self-Management,
• Competence building,
• Advancement

2) The Role –

The optimum stress is created, linkages are built up and autonomy is given to the employees for making them competent to play their roles successfully.

3) The Dyadic unit –

Trusting relationship, mutuality and communication are used to develop the relations between the employees and supervisors.

4) Team Building

5) Organization

For the organizational development, 3 processes- growth, impact and self – renewal are followed.

iii) Employee relation is considered as a strategic function. The techniques such as – employee engagement, employee involvement, team work, life balance and managing work place conflict are used for development of employee relations in the industrial world.

Following are the conclusions of the paper –

1) The term – employee relations has no clear boundaries. It is an endless term.

2) The traditional models of industrial relations have limited relevance in today’s context.

3) The HR practitioners must concentrate on employee interests, influences and development of soft skills for managing the employee relationship effectively.

Observation by the Researcher:

These 3 articles are very interesting and informative in nature and have given the academic inputs of the modern practices in HRM for advanced studies.


This journal offers a variety of quality articles to the researchers, employers, employees and those who are interested in HRM. The details of the articles covered in the journal are as under –
i) Innovative HR Practices by Organizations - This article is written by Pallavi, Research Scholar, Faculty of Commerce and Arvind Kumar Mishra, Professor, Faculty of Commerce, Banaras Hindu University, Varanasi. It throws light on the innovative HR Practices relating to the following aspects -

(a) Recruitment and Selection – It covers the practices such as - Second Career Internship Programme (SCIP), Making use of pre-hiring process, checking the profile on social networking sites etc.

(b) Rewards and Recognition schemes e.g. bonuses, incentives, fresh responsibilities, leadership programmes etc.

(c) Motivation – Giving Freebies, Providing dependant insurance, offering stock options, treating as guests, Introduction of Employee Assistance Programme (HSBC initiated) and so on.

(d) Cost – cutting practices include – Offering VRS, Compulsory leaves and Virtual working.

(e) Training practices involve – providing classroom curriculum (Max New York Life Insurance), Encouraging a culture of Innovation (HCL formulates ‘Innoquiz’ sessions and ‘Innovation Day’), Watching film, Empowering young executives etc.

(f) Performance Appraisal – Using performance matrix, Using competency module, Goal review and managerial competency review etc. are the practices for performance appraisal.

In addition to Innovative HR Practices, the articles on the following subjects are also included in this issue –

ii) Key Practices for Closing the Management Skills Gap – The reasons why organizations fail to properly train / develop their managers are discussed in this article. Some reasons are listed as under-

- Lack of top management commitment
- Unwillingness to invest money in training and development activities
- Assuming that managers are already competent
- Lack of accountability for management development
- Lack of formal management training processes
- Lack of qualified trainers etc.

iii) Exit Interview – Need for a Novel Approach
iv) The need for High Performance Teams in Indian IT Industry
v) Anger Management – IT has covered the causes, consequences of anger and tips also for management of anger.
vi) Eustress at work
vii) Building Corporate Social Responsibility – An HR Perspective

Observations by the Researcher:

All the articles are supported with the practical examples in the different industries like – Tata Group, Pepsi Co. India, Maruti Suzuki, Coca-Cola, Dr. Reddy’s Laboratories, Ceat Tyres, Godrej Consumer Products Ltd., Microsoft India, Ashoka Leyland (ALL) etc. One interesting case is also given on ‘Employee Motivation and Retention Strategies at Microsoft Corporation’.

This journal is based on the innovative approach to HRM. Hence, it is useful to the employers, employees and researchers.

3) Human Capital - Releasing Business Strategy through People
Vol. 17, No. 1, June 2013, No. of Pages: 94.

This is India’s leading HR magazine. This issue is based on ‘Employee Engagement’. There are 4 sections in it –
Section – I Understanding Employee Engagement (Pages 10-36)
Section – II Impact of Employee Engagement (Pages 40-61)
Section – III Measuring Employee Engagement (Pages 62-87)
Section – IV HR Practices (Pages 88-93)

The selected articles under these sections relevant to the research study are reviewed as under –

Section – I

i) The Road to Engagement – By Abhijit Bhaduri (Pages 10-14)

The author points out that the relationship between a leader and employees works efficiently on the spirit of employee engagement. He mentioned the engagement drivers studied by Aon Hewitt – career opportunities, brand alignment and recognition.

ii) Resolving Engagement Dilemmas – By Anita Sinai Guha (Pages 16-20)

She has given following 3 recommendations to foster an environment that keeps the employees engaged –

- Focus on manager/supervisor training and development
• Use of multiple channels of two-way communication between employees and the organization
• Identification of ways to measure employee engagement

iii) The Rulebook to Engagement – By Mark Driscoll (Pages 26-28)

The author has shared the rules of engagement. These rules are classified as under –

Top 5 Dos are –
1) Empower people
2) Communicate (Open & transparent)
3) Practice empathy
4) Create opportunities
5) Groom your leaders

Top 5 Don’ts are –
1) Micro management is a strict ‘No’
2) Avoid unnecessary restrictions
3) Prevent discrimination
4) Not walking the talk
5) Democracy is important but not everywhere

iv) Like a Family – By KA. Narayan (Pages 30-34)

In this article, the author has discussed about the setting up new benchmarks to foster excellence among the employees by developing team spirit like a family. He has emphasized the ways to develop employee engagement through – an open and transparent environment, employer – employee relationships, celebration of successful working, coaching and mentoring, training and leadership, performance management system etc.

v) Pursuit of Happiness – By Dileep Ranjekar (Pages 36-38)

In pursuit of happiness at workplace, the contributing factors viz. opportunity for continuous learning, transparency, proactive communication, autonomy, authority, role models, democratic work practices etc. are very important.

Section – II

i) Driving Business Result – By Manoj Biswas (Pages 46-51)

The engaged employees are truly a differentiator and prominent part of business success. The following ways to drive business results are mentioned in this article –

• Integrative and creative perspective
• Open attitude and holistic work life balance
New learning opportunities
Strengthening the interpersonal relations

Section – III
i) Taking Stock of Situation – By Adil Mala (Pages 62-65)
Four important people strategies are highlighted for effective employee engagement. Those are as follows:
1) GET – Acquisition of right talent
2) GIVE – It represents compensation, rewards, recognition, career growth, work-life balance and psychogenic factors which encourage an employee to work in the same organization for longer period.
3) GROW – It adopts the growth and development strategies through job rotations, job enrichment, enlargement and HR initiatives.
4) GUARD – This strategy helps the organization to retain the critical and competent employees.

ii) Sustaining the Commitment – By Ajith Nair (Pages 74-78)
This article discusses about the sustained performance of the employees. Positive well-being of employees generates energy and supports sustained efforts. The aspects such as – risk taking, knowledge sharing etc. are used for measurement of employee’s sustained engagement with the organization.

iii) Achieving Excellence! – By Sunnita Chakraborty Saha (Pages 80-82)
In this article, the mechanism to build strategies for achieving excellence in employee engagement is discussed step by step. The points covered under the mechanism are – focus, provision of resources, identification of employees potential, growth and development, employee care, building mutual trust, performance review, listening to employee etc.

Section – IV HR Practices (Pages 88-93)
In this section, few best practices in big companies are, discussed by Sunnita Chakraborty Saha and Swati Bhasin. Some of these practices are given as under –
1) GE Volunteers is a global network of employees, retirees, affinity groups, friend and family to provide opportunities to engage in volunteerism for
improvement of life of communities through focus on health, education, environment and community development (CSR Activities).

2) Tata Motors Nano Plant has developed a programme called Quality Control Circles (QCC). In this programme, a small group of employees doing similar type of work voluntarily meet for an hour every week to identify, discuss, analyze and resolve work related problems. This activity helps to boost up the morale of employees and given them job satisfaction.

3) Vox is Sapient’s internal social business platform launched 2 years ago. It allows the employees scattered large geographical area to share opinions, solutions, ideas and information about design, trends, technology, development processes and personal interests.

4) Secure and Fund Environment (SAFE) at Infosys BPO organizes the following activities for development of safe and happy workplace –
   1) Celebration of festivals and cultural programmes along with the family members.
   2) Special summer camps for children
   3) The cricket tournaments, sponsorship of employee participation in tournaments, 3 minute talent competitions, ad mad, fashion show etc.
   4) Book club and theatre club memberships develop the hobbies among the employees.
   5) Weekly fun activities and Fun – Fridays are celebrated.

5) Max Bupa Health Insurance has encouraged a healthy lifestyle among the employees called ‘Max Bupa Walk for Health’. In this practice, the employees are motivated to walk over their colleague’s desk for brief talk instead of using phone or e-mail.

6) TWIST (Tesco Week in Store Together) has provided a platform for the senior managers at Tesco HSC, working in offices and stores to share their knowledge and experience.

**Observations by the Researcher:**

The articles written on employee engagement and HR Practices are very interesting and informative in nature. These articles have given a dynamic vision to the researcher to look at the Human Resource Management in an innovative way in this changing business environment.

This journal contains total 8 articles. Out of which, first four articles are related to the commemoration of NIPM Foundation Day and the rest are concerned with HR aspects. For the first four articles, 1 article on HR Change and 2 articles on Talent Management & HR Ethics are selected from the last four articles for review of journal.

These articles are summarized as under –

i) The HR Change – Yesterday, Today & Tomorrow – Surendran Nair R. Director, International Graduate School of Management, Cochin, Kerala. (Pages 20 & 21)

The author has described the shift of Personnel Management to Human Resource Management to strategic Human Resource Management with respect to yesterday, today & tomorrow on the basis of certain parameters.

A HR change is studied on the basis of important parameters as under-

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Yesterday</th>
<th>Today</th>
<th>Tomorrow</th>
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<tbody>
<tr>
<td>a) Employees</td>
<td>Job-oriented</td>
<td>Career oriented</td>
<td>Goal oriented</td>
</tr>
<tr>
<td>b) Market</td>
<td>Employers</td>
<td>Employees</td>
<td>Both</td>
</tr>
<tr>
<td>c) Task</td>
<td>Individual</td>
<td>Group</td>
<td>Team</td>
</tr>
<tr>
<td>d) Recruitment</td>
<td>Advertisements</td>
<td>Websites and job portals</td>
<td>Networking and employee referrals</td>
</tr>
<tr>
<td>e) Selection</td>
<td>Test and Interviews</td>
<td>Psychometric tests and interviews</td>
<td>Competency based assessment</td>
</tr>
<tr>
<td>f) Placement</td>
<td>Departmental &amp; general</td>
<td>Functional and specific</td>
<td>Key performance &amp; specialized</td>
</tr>
<tr>
<td>g) HR Policy</td>
<td>Strong</td>
<td>Flexible</td>
<td>Contingent</td>
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<tr>
<td>h) Employment</td>
<td>Casual / permanent</td>
<td>Temporary / contractual</td>
<td>Result – oriented</td>
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<td>Terms</td>
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<tr>
<td>i) Career</td>
<td>No focus on career planning</td>
<td>Focus on career planning</td>
<td>Career planning and management</td>
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<td>j) Training and</td>
<td>Occasional</td>
<td>Need-based</td>
<td>Continuous</td>
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<td>Development</td>
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<tr>
<td>k) Core Area</td>
<td>Personnel and Administration</td>
<td>HR Management &amp; Development</td>
<td>Organizational Resource Management &amp;Development</td>
</tr>
<tr>
<td>l) Values &amp; Culture</td>
<td>Simple and fixed</td>
<td>Multi &amp; changing</td>
<td>Global &amp; challenging</td>
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<tr>
<td>m) Compensation</td>
<td>Salary &amp; Fringe benefits</td>
<td>Salary, fringe benefits &amp; multiple allowances</td>
<td>Monthly package and Take-home salary</td>
</tr>
</tbody>
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Conclusion:

It is concluded that the HR function has undergone the drastic changes in the business world during the last two decades. Hence, HR function demands introduction of best practices to face the challenges effectively in new business era. This article gives a changing scenario of HR function in these competitive days.

ii) Integrating Competency with Talent Management: GMR Experience - K.V.S. Patnaik, Director, College of Management Studies & Computer Science, Dr. L. Bullayya College (P. G.), Visakhapatnam and G. Venkat Rao Assistant Professor, College of Management Studies & Computer Science, Dr. L. Bullayya College (P. G.), Visakhapatnam (Pages 22-28)

In this article, the authors have pointed out the focus of competition from product quality to process quality and to the financial quality. As strategic tool, talent management is concerned with acquisition, deployment, compensation, human resource development and retention of talent.

They have described the steps involved in the process of talent management such as – identification of standards, forecast, data collection, analysis, evaluation and decision.

The following challenges in talent management are also discussed –

1) Creation of healthy and learning environment
2) Identification of potential and high performance work teams
3) Career and succession planning for retention of competent employees
4) Building a performance driven culture
5) Diversity management and cross cultural best practices
6) Talent utilization through best practices
7) Adoption of knowledge management practices

Conclusion:

This article highlights on acquisition and retention of talent for organizational development.

iii) HR Ethics – An Examination of Key Issues – Siddhi Srivastava

The author has focused on the key issues wherein HR manager faces ethical dilemmas.

These key issues are as under –
• Job discrimination while hiring and promotion due to errors such as – hallo error, horn error, differences based on region, religion, caste, race, gender, disability etc.
• Performance appraisal: It has an impact on employee’s career development. Hence, it should be done objectively.
• Legal battles for prolonging the reinstatement of the sacked employee by filing an appeal in high court.
• Sexual harassment at workplace
• Separation issues: The resignation is preferred from the outgoing employee for separation against dismissal so as to avoid litigations and to protect his career.
• Manipulation of workers
• Privacy issues relating to business secrecy

**Conclusion:**
All these ethical challenges are the opportunities for HR managers to identify, develop and adopt best practices to face these challenges successfully.

**Observation by the Researcher:**
These 3 articles are very useful to the academicians, research scholars and corporate people to study the changing scenario of HR Management and ethical issues therein.

Rosemond Boohene, School of Business, University of Cape Coast, Cape Coast.

Rosemand Boohene has undertaken the study to assess the effect of human resource management practices, particularly in recruitment and selection, performance appraisal, employee rewards and training and development on corporate performance of GCGL. Simple random sampling method was used to select 100 head office employees. A questionnaire and case study method were used to collect primary data. The percentages and T-tests are used to make inferences and draw conclusions about the relationship between selected HR practices and corporate performance.

**Observations of the Researcher:**
The results revealed that the effective recruitment and selection practices have a positive effect on corporate performance of GCGL. There was insufficient evidence
to conclude the remuneration and training and development practices influence the corporate performance positively.

The following recommendations are given to the management of GCGL:

a) To ensure the relevance of training and development programmes for current and future employees’ performance, the training programs should be planned strategically.

b) A fair balance between financial and non-financial rewards should be kept and performance appraisal systems should be implemented seriously.

3.4 Review of Research Work

1) Website: http://academia.edu

Impact of Human Resource Management (HRM) Practices on Employees Performance – A Case of Pakistan Telecom Sector

Zubair Aslam Marwat, Tahir Masood Qureshi & Muhammad I Ramay from Department of Business Administration and Social Sciences, Muhammad Ali Jinnah University, Islamabad have conducted the study to observe the impact of HRM practices on employees performance with reference to telecom sector in Pakistan. The HRM practices such as – selection, training, career planning, compensation, performance appraisal, job definition and employee’s participation are selected in the scope of study. The findings indicate that all the tested variables are positively correlated with employee performance but the compensation and training are highly correlated.

2) Source: www.dmst.aueb.gr

Human Resources Management Innovativeness: Measures and Antecedents

Leda Vassalou, Supreme Council for Public Personnel Selection (ASEP)

This study is based on two factors- i) Theories of organisational innovation and ii) literature of human resource management. The research work analyses the causal relationships of the variables that influence the different dimensions of HRM and thereby provides a new framework to give innovative bias to HRM through professionalism. The size of company, relationships between union & management,
frequency of changes, hostility & heterogeneity of external business environment and role of human resources are highlighted in this study.

For the purpose of data collection, a research scholar conducted a survey of 185 Greek private organisations out of 494 organisations having more than a hundred employees. Two questionnaires’ were designed for Marketing/Sales Director and HRM Director and interviews were also conducted. The hypotheses designed to understand the impact of dependent and independent variables upon the HR innovativeness. Some of them are listed below-

**H1.** The attitude of the HR Department towards innovation is positively related to the number of HR innovations adopted (a), the radicalness of innovations (b) and the speed of innovation adoption (c).

**H2.** The radicalness of innovations is positively related with the number of HR innovations adopted.

**H3.** The number of HR innovations adopted is positively related to the speed of adoption.

**H4.** The size of the company relates positively to the radicalness of HR innovations adopted.

**H5.** The use of differentiation strategy relates positively to the number of HR innovations adopted (a) and to the attitude of the HR department towards innovation (b).

**H6.** Union-management relations will be negatively related to the number of HR innovations adopted.

The findings of the study are given as under-

i) The attitude of HR department in a company towards innovation is critical in case of radicalness and no. of new HR practices adopted.

ii) The radicalness of innovations positively influences no. of innovations and speed of implementation of innovation.

iii) The size of company and professionalism of HR directors are determining factors of radicalness on innovativeness to core HR functions.

iv) Hostility of environment and professionalism of HR directors influence positively whereas union- management relationships and tenure of CEO affect negatively the no. of innovative HR practices adopted.
v) The professionalism and dynamic personality of HR directors along the innovative personality and tenure of CEOs have positive impact on an attitude of HR department towards innovativeness.

**Conclusion:**

A model has been developed by considering the four facets of HRM innovativeness such as: no. of innovations adopted, speed of innovation implementation, radicalness of changes adopted and attitude of HR department and the influencing variables on innovativeness of HRM viz. internal environment (size of company, strategy, unionisation etc.), external environment (frequency & importance of changes, heterogeneity, hostility etc.) and individual characteristics. The results are useful not only to the academicians but the HR practitioners also.

3) Website – www.ijcrb.webs.com

By Nausheen Syed, Ph.D. Scholar, Beijing Jiaotong University, Beijing (China)

The researchers have conducted this study to identify the impact of high performance HRM practices (empowerment, job rotation, employee participation, merit based promotions and performance based pay and grievance handling procedures) on job satisfaction of employees working in 7 tele-communication companies of Pakistan.

In the context of study, a review of relevant literature is done and in which the researchers reviewed the findings of Delaney and Huselid in the words – HRM best practices are aimed to improve the overall performance of employees within the organization, ultimately resulting in increased organizational performance. The findings of a telephone survey of 508 employees in Canada in 1997 state that a moderate use of high performance HRM practices increases worker’s belongingness, empowerment, task involvement, job satisfaction, esteem and commitment.

The theoretical background of 5 high performance HRM practices was presented and following hypotheses were formulated –
H1 : Employee empowerment is positively and significantly related with employee job satisfaction.

H2 : Job rotation is positively and significantly related with employee job satisfaction.

H3 : Employee participation in decision-making is positively and significantly related with employee job satisfaction.

H4 : Merit based promotions and performance based pay are positively and significantly related with employee job satisfaction.

H5 : Grievance handling procedures are positively and significantly related with employee job satisfaction.

For the purpose of data collection, a questionnaire was delivered to 350 employees working in 7 telecommunication companies in Pakistan. Total 320 filled up questionnaires were received and used for analysis of data. The statistical package SPSS-20 version and statistical techniques- Cronbach’s alpha, Mean and standard deviation, Correlation and linear regression were used to analyze the data and to test the hypotheses.

Observations of the Researcher:

The results of the study state that the independent variables namely – empowerment, job rotation, employee participation and merit based promotions and performance based pay have a positive and significant impact on the dependent variable that is employee job satisfaction whereas the grievance handling procedures do not have direct impact on employee job satisfaction. All the hypotheses are tested and accepted except H5. It has shown the relationship between high performance HRM practices and employee job satisfaction. An improvement in one HRM practice results in the improved employee job satisfaction. From this study, some of the best practices in HRM are identified and which lead to not only the higher job satisfaction but the higher performance of the employees also.

4) ‘The Impact of HR Practices on the Performance of Business Units’

By Patrick M. Wright, Cornell University
Timothy M. Gardner, Brigham Young University
Lisa M. Moynihan, London Business School
This article studies the impact of HR practices on the performance of business firms. Much of the research studies in HRM revealed the significant relationship between the HR practices and organizational commitment. 50 large food service corporations with operations in United States and Canada were selected and survey method was used to collect the responses from employees of each of these units in 3 core jobs – Merchandising Associate (Sales people), delivery drivers and warehouse keepers.

Hypothesis – The HR practices have direct impact on employee skills, motivation, job design and work structures. This has an impact on profitability, growth and firm’s market valuation. The researchers have studied the role behaviour and agreed on three categories of job behavior in an organization –

i) In – role behaviour is extensively based on job requirements and commonly accepted norms.

ii) Extra – role behavior goes beyond the requirement for the job and which influences the organizational performance positively.

iii) Counter – Productive behavior consists of activities, in-role or extra-role, that are harmful to the organization, e.g. theft of materials, sabotage or strikes. The study points out that the performance outcomes are influenced by the different categories of these job behaviors.

Observations of the Researcher:
Following practices have an impact on employee’s commitment to the organization –

i) Selection of highly qualified and skilled people
ii) Continuous training and development activities for advanced knowledge and skills
iii) Fair performance management systems and monetary incentives
iv) Open and participatory communication systems
v) Creation of positive work environment
vi) Workers compensation claims, productivity, quality and shrinkage have a direct impact on the costs of an organization and subsequently on profitability.

Conclusion:
The relationship among the relevant variables (HR practice, commitment, operational and financial performance measures) is studied by using only bivariate
correlations. The results revealed that the HR practices and employee commitment were strongly related to operating expenses and profitability of the organization. When progressive or advanced HR practices are followed in the organization then the employees become more competent, loyal and committed to their organization. It has been suggested to study how the firms can leverage people as a source of competitive advantage for further research. The paper has covered basic HR practices and focused mainly on financial performance of the firms.

5) Website: www.jare-sh.com

Human Resource Practices and Organizational Performance Incentives As Moderator


Abang Azlam Mohamad, May – Chiun Lo and Maw King La from Faculty of Economics & Business, University Malaysia Sarawak, Sarawak, Malaysia conducted a research to study HR practices and impact of incentives on organizational performance with reference to 85 companies in Sarawak, Malaysia. Three types of HR practices namely – training, performance appraisal and information technology have been selected.

The researchers reviewed the past researches and summarized some of the findings as under –

Noe, Hollenbeck, Gerhart and Wright (2000) pointed that HRM is central business function that shapes the attitudes, behavior and performance of the employees. Hence, HR practices are the useful tools for improving an organizational performance. Hom and Griffeth emphasized on employees commitment to the organization is important for enhancing productivity, quality of services and also for reducing administrative work pressure.

Findings by the Researcher:

The findings of the study indicate that information technology increases the organizational effectiveness and outcomes within shortest span of time. Training is the key element in influencing the performance of the company. The employees give importance not only to the financial incentives, but the non-financial incentives such as – duty, trust, transparency, leadership, team spirit etc. also. Training and information technology have direct impact on organizational performance. The
incentive is positively related to organizational performance but did not moderate the relationship between HR practices and organizational performance.

6) Website: www.shodhganga.inflibnet.ac.in

Mr. Uchgaonkar conducted research for Ph. D. at B. M. C. C. Research Centre, Pune on above topic to examine the usefulness of performance appraisal system to the management and employees. For the study, a researcher had selected 13 companies from different sectors like – engineering, automobiles, automobile components, pharmaceuticals, chemicals, electronics, information technology, food & beverages in and around Pune. The data was collected from 13 Incharge – HR and 52 Supervisors / Officers / Managers through two different questionnaires, interviews and free discussions with both of them.

The findings are as under –

- Though the performance appraisal system differs from one organization to another, the objectives of which, are same and those include – creation of performance driven culture, accomplishment of organizational objectives and employees development, supplying data for decision-making, salary rise, promotions, increments etc.

- Performance appraisal is proved to be useful to the organization, appraiser&appraise and one of the tools for communicating business goals and plans to the employees.

- The top management of the selected organizations is involved in effective implementation of performance appraisal systems through continuous interactions between appraiser and appraise, organization of training programmes, performance planning and review programmes and collection of information about every individual’s performance.

The hypotheses of the study were as under –

i) Performance appraisal system is very useful tool to bring out employees development.
ii) Performance appraisal system helps in creation of performance – driven culture with respect to organizational goals and top management’s plans.

iii) Management is benefited by performance review of employees for the purpose of recognition and reward in respect of high performers and high potential employees.

iv) Top management’s commitment plays a vital role in the effectiveness of performance appraisal system. All these hypotheses are proved.

A researcher has suggested the appraisers to have positive, constructive and objective approach and to be transparent and open minded while appraising the performance. The appraiser should have solution approach instead of fault finding approach. The appraiser should also look at the performance appraisal as a tool for their development. A researcher says that performance appraisal can be closely associated with succession planning. Hence, he finds a wider scope for further research in the area – ‘Succession Management as part of the Annual Cycle of Performance Management Process.’

Conclusion:
This study has given many new ideas for effective implementation of performance appraisal system in right spirit. It covers the core dimension of HRM. i.e. Performance Appraisal thoroughly as one of the important dimensions in research work on – ‘Best Practices in Human Resource Management.’

3.5 Review of Websites

1) Website: www.bcic.org.in

This website contains a presentation on – ‘Organization with Innovative HR Practices’ prepared by S. Ramesh Shankar. This presentation focuses on a variety of Innovative HR Practices being implemented to keep the higher performance of employees by keeping them happy.

Basically, ABB is publicly owned company with 1,20,000 employees in about 100 countries having head office in Switzerland. It is a global leader in power and automation technologies and offers a variety of products like – transformers, high and medium voltage switchgear, power plant and network automation, electrical wiring accessories etc. It encourages an entrepreneurial behavior and business risk – taking.
The presentation begins with an agenda. A list of the innovative HR practices covered in the presentation is given in the agenda. The highlights of the innovative HR Practices adopted in ABB India are given below –

(i) **EM Power** :

. . . Employee driven recognition program:

EM Power scheme helps the managers to recognize the performance of employees at workplace periodically and to motivate them with rewards. An employee can receive silver, gold, diamond, platinum types of awards under this scheme depending upon the fulfillment of eligibility conditions.

(ii) **HR Portal Platform – HR Helpdesk** :

HR Portal Platform acts as HR Helpdesk. It is classified into two groups –

(a) Static HR Content – It gives information on all relevant HR issues.

(b) ESS/MSS Integration (HR Transactions) -

This is a quick and flexible data access for the employees and managers with increased quality of data at lower cost. A KIOSK is used to give details of salary statement, PF annual statement etc.

(iii) **Sampark** :

Sampark is SMS based HR Helpdesk. It ensures that each and every employee has an access to the HR Help Desk.

(iv) **HR Cockpit (HR Information System)** :

HR Cockpit is a system based on HR policies management which gives easy accessibility of information to all employees. It also gives the feedback and forum for discussion to the employees. It provides HR related information like – process of recruitment, selection and induction, Café HR, Lotus Notes, HR budget, Statutory practices followed in ABB India etc. This also helps the newly joined employees to understand some of the basic processes, procedures and contacts in ABB.

(v) **Employee Life Cycle Management** : It includes –

(a) E-Campus Model – E-Campus process is given in this model

(b) Hiring Workforce through SAP E-Recruiting.

(c) Method of Workforce planning through SAP Business Planning Simulation (BPS)

(d) Employee Information Change System to keep knowledge about changes during the employee life cycle.

(e) E-Exit process
Observations by the Researcher:

This presentation is prepared with the help of necessary pictures, diagrams and tables. Hence, it becomes more interesting and informative in nature. This presentation is useful to the researchers, teachers, industry experts and those who are interested in HRM in order to have glimpse of innovative HR practices in ABB India.

2) Website: www.bersin.com


This research report is prepared on the basis of a survey of 721 companies representing different types of industries (inclusive of small, medium and large) and 80 in-depth interviews of HR leaders and practitioners, business leaders and chief executive officers. The structure of these interviews was designed to collect qualitative information on HR practices, trends and best practices. This report mainly highlights on the following aspects –

- Greatest HR challenges faced by HR leaders
- Three key truths about the path to HR excellence
- The top 10 best practices for effective HR management

The study has identified the following HR challenges which are faced by today’s HR practitioners –

- Recruitment & Selection of talent
- Effectively onboarding new talent
- Definition of roles by skills and pivotal roles
- Promotion of health and welfare
- Allocation of fair remuneration to high performers
- Fostering innovation and collaboration
- Promoting highly engaged employees
- Development of future leaders
- Building a high performance driven culture
- Motivating a strong self-learning culture
- Enhancing internal mobility and career development
- Delivering workforce metrics
- Measurement of HR programmes in economic terms
**Observations:**

The following 3 key truths towards achieving HR excellence are observed in the research –

- Workforce size matters in designing the course to high – impact HR
- The organizations must focus on core processes before focusing on business partnerships and strategic HRM
- The HR organizations should focus on continuous improvement.

The summary gives the findings about impact of Best HR practices. The 10 best practices which are found out by the research study in today’s dynamic business environment are listed as under –

1) Structured governance and business case development
2) Developing advanced manpower planning capabilities
3) Implementing the right HR philosophies
4) Reducing administrative work for HR business partners
5) Flexible HR organizational design
6) Improving employee – facing HR systems
7) Measuring HR operational and business metrics
8) Developing internal HR skills
9) Enhancing line manager capabilities
10) Proper outsourcing of HR services

**Conclusion:**

These findings provide a practical exposure and new insights of HRM in today’s global business scenario to the researchers and HR practitioners.

3) **Website:** [www.citehr.com](http://www.citehr.com)

This website gives a list of 108 best HR practices for Indian Organizations. Out of which, few practices are listed as under –

- Flexible working hours
- Recreation & social services
- Annual surveys for the employees
- Daily newsletter
- Culture for openness & caring
- Cross functional job rotation
Self defense techniques for women employees
Some travel benefits across all positions
Morning meet with top management
Confirmed employees from the first day of joining
Half work week for new mothers
Awards for better ideas and suggestions
100% reimbursement of tuition fees for employees’ professional education
5 days week policy and 5 days compulsory annual leave
Foreign trips for spouses
Paternity, birthday and anniversary leave
2 years study leave etc.

The good HR practices followed in some Indian and multinational companies are shared by Umesh Chaudhari and Swapna Nair in this website. Some practices are given below –

- Performance linked incentives and competitive salaries
- Performer of the month in a department/organizational level (e.g. McDonalds)
- Domestic trips for good performances
- Celebration of festivals and organization of annual function, picnic and sports day
- Long service awards
- Appreciation of employees’ children for their achievements in the annual exams etc.

All these practices have given the insight to the researcher for collection of data.

4) Website: www.openforum.com

The 10 experts have contributed their 10 views on this website for effective implementation of best HR practices.

The particulars of the views are as under –

i) **HR is a potential employee’s first impression**

- Annie Wang, Her Campus Media

She pointed out the organization’s responsibility to take care of new employee’s needs and their fulfillment.
ii) **Put it in writing and got expectations upfront**
- Erica Nicole, YFS Magazine : Young, Fabulous & Self- Employed
  She suggested to develop a manual for employees to cover job descriptions, attendance expectations, e-mail communication etiquettes and payment methods.

iii) **Screen for culture fit – Development of healthy organizational culture**
- Nicolas Thomley, Pinnacle Services Inc.

iv) **Understand Motivation**
- Vanessa Van Petten, Science of People
  She emphasized on introduction of non-financial rewards programmes like – membership lunches, featuring special employees and better parking.

v) **Go hi-tech or go home**
Anthony Saladino, Kitchen Cabinet Kings
An use of technology is focused to improve accessibility with the help of HRM system software and internet based payroll.

vi) **Transparency**
- Cash Cutler, The Cutler Group

vii) **Create a talent community**
- Heather R. Huhman, Come Recommended

viii) **Be Consistent with the policies and procedures while enforcing them across all employees**
- Anderson Schoenrock, Scan Digital

ix) **Keep your eye out for who you want to hire**
- Thursday Bram, Hyper Modern Consulting

x) **Be personally involved**
- Timothy Sukes, Timothy Sykes, com

**Conclusion:**
These 10 important guidelines are the answers from Young Entrepreneur Council for a question – What is the most valuable HR best practice every new business owner should be aware of? These points are referred to understand the modern views of the entrepreneurs relating to HRM.

5) **Website:** [http://rameshbhrm.blogspot.in](http://rameshbhrm.blogspot.in)
This website contains a report on – ‘Best Human Resource Practices in Manufacturing Companies’. ‘Best HR Practices’ are subjective and non-specific in
nature. These differ from organization to organization. Best practice is an integrated approach to organizational management.

Influencing factors and best practices –

The best practices adopted by few companies under the different influencing factors are listed as under –

i) **Communication:**

- Broad, continuous and multi-directional communication with the employees.
- ‘Talk of the week’ to come all the employees together and give their opinions about the superiors supporting them to be more competent.
- ‘Taking a Step Ahead’ is a round table discussion initiated by GSK Group.

ii) **Continuous Improvement:**

- Dosti Counseling facility adopted by Texas. Instruments under which, a free job related and personal counseling is provided by the trained counselor.
- Les concierges services followed by Johnson & Johnson like – paying bills, booking tickets and frying vegetables.
- Breakfast with departmental head in a group of 10 persons followed by GSK.
- Cashless Hospital Scheme for employees & their families by Johnson & Johnson.

iii) **Recognition:**

- On-the-Spot Recognition followed by Shoppers Stop where the employees are given star’s for their every contribution.
- Special awards like – ‘Helping Hand’, ‘First Mover’ and ‘Periodical Appreciation’ etc.
- Company’s internal magazine covering all achievements of the employees.

iv) **Work-Life Balance:**

- Employee to GSK can walk out of the office at 6.00 p.m.
- Star performers are quarterly awarded with packages like – Dinner with family, Stay over the weekend at five star hotels and spouses of the employees are invited on birthday and anniversary by Hewitt Packard.
v) **Culture Consciousness:**
   - The employees interactions with the customers
   - Celebration of specific days e.g. traditional, woman’s day etc.

vi) **Training & Development:**
   - Identification of individual training needs and evaluation of performance quarterly.
   - E-Learning Portal by – FEDEX, HEWITT
   - Rotational development programme to provide cross-functional exposure
   - Mentoring programme
   - Kaizen & Behavioural training for 2 ½ hours a month by Classic Stripes

vii) **Recruitment:**
   - Internal recruitment
   - Employee referral scheme
   - Congratulation to parents on final selection of a candidate by Max New York Life Insurance
   - ‘Interview Over a Meal’ to make a candidate relaxed

This website has provided a practical outlook of the best HR practices in few companies.

3.6 **Conclusion:**

All the literature reviewed proved to be most useful in the following activities of the research process –

- Preparation of questionnaires for HR Managers and employees
- Fixation of aspects / points to be discussed during the interviews of selected management personnel and employees
- Fixation of points to be observed during the visits.

This review has provided lot of academic inputs in terms of theoretical background and practical exposure of the subject covering various dimensions of HR practices. Hence, it helps to broaden the vision of the researchers, teachers and HR practitioners to study the subject in a better way.