CHAPTER – II

Conceptual Framework of Human Resources Management and Review of Literature
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CONCEPTUAL BACKGROUND OF HUMAN RESOURCE MANAGEMENT AND REVIEW OF LITERATURE

INTRODUCTION

Human resource is a term with which many organizations describe the combination of traditionally administrative personnel functions with performance, Employee Relations and resource planning. The field draws upon concepts developed in Industrial/Organizational Psychology. Human resource has at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labour, one of four factors of production. The more common usage within corporations and businesses refers to the individuals within the firm, and to the portion of the firm's organization that deals with hiring, firing, training, and other personnel issues. This article addresses both definitions.

The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.
MODERN CONCEPT OF HUMAN RESOURCES

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.

HUMAN RESOURCE MANAGEMENT (HRM)

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly.
Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

**FEATURES OF HRM:**

1. Personnel administration
2. Personnel management
3. Manpower management
4. Industrial management

But these traditional expressions are becoming less common for the theoretical discipline. Sometimes even industrial relations and employee relations are confusingly listed as synonyms, although these normally refer to the relationship between management and workers and the behavior of workers in companies. The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process.

HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the
managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organization.

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, Torrington and Hal (1987) define personnel management as being: “a series of activities which first enable working people and their employing organisation to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled”

While Miller (1987) suggests that HRM relates to those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage"
THE PHILOSOPHY OF HUMAN RESOURCE MANAGEMENT

The philosophy of human resource management was: Despite all the changes in the labour market and in the government approach to the economy, there seems to be the most realistic and constructive approach, based on the earlier ideas of Enid Mumford (1972) and McCarthy and Ellis (1973).

Personnel management is most realistically seen as a series of activities enabling working man and his employing organization to reach agreement about the nature and objectives of the employment relationship between them, and then to fulfill those agreements. (Torrington and Chapman 1979, p. 4) Fifth edition definition: Human resource management is a series of activities which: first enables working people and the organisation which uses their skills to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled. (Torrington, Hall and Taylor 2002, p. 13) Only by satisfying the needs of the individual contributor will the business obtain the commitment to organisational objectives that is needed for organisational success, and only by contributing to organizational success will individuals be able to satisfy their personal employment needs. It is when employer and employee – or business and supplier of skills – accept that mutuality and reciprocal dependence that human resource management is exciting, centre stage and productive of business success. Where the employer
is concerned with employees only as factors of production, personnel management is boring and a cost that will always be trimmed. Where employees have no trust in their employer and adopt an entirely instrumental orientation to their work, they will be fed up and will make in effectual the work of any HR function.

The above Figure represents the six main parts of the HRM process. Where each part has the same format: strategic aspects, operational features and a concluding focus on skills which highlights an interaction that is central to that set of operations. This is the HRM process, a strategic core with operational
specialist expertise and a strong focus on dealing with people face to face. Human resource managers are like managers in every other part of the organisation. They have to make things happen rather than wait for things to happen, and to make things happen not only do they need to have the right approach; they also have to know their stuff.

**BUSINESS PRACTICE**

Human resources management comprises several processes. Together they are supposed to achieve the organizational goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments.

a. Work force planning  
b. Recruitment (sometimes separated into attraction and selection)  
c. Induction and Orientation  
d. Skills management  
e. Training and development  
f. Personnel administration  
g. Compensation in wage or salary  
h. Time management  
i. Travel management (sometimes assigned to accounting rather than HRM)
j. Payroll (sometimes assigned to accounting rather than HRM)
k. Employee benefits administration
l. Personnel cost planning
m. Performance appraisal

EVOLUTION OF HRM

The concept of HRM emerged in the mid 1980s against the background of the works of famous writers on management, like Pascale and Athos (1981) and Peters and Waterman (1982), who produced lists of the attributes that they claimed characterized successful companies.

The American Society for Training & Development (ASTD) has developed a Human Resource Wheel in 1983 highlighting different functions of HRM leading to quality of work life, productivity and readiness for change.

a) T&D focus: Identifying, assessing and through planned learning - helping develop the key competencies which enable individuals to perform current or future jobs.

b) OD focus: Assuring healthy inter – and intra-personal relationships and helping groups initiate and manage change.

c) Organization / Job design focus : Defining how tasks, authority and systems will be organized and integrated across organization units and in individual jobs.
d) HRP focus: Determining the organization's major HR needs, strategies and philosophies.

e) Section and staffing: Matching people and their career needs and capabilities with jobs and career paths.

f) Personal research and information systems: Assuring a personnel information base.

g) Compensation / Benefits focus: Assuring compensation and benefits fairness and consistency.

h) Employee assistance focus: Providing counseling to individual employees, for personal problem-solving.

i) Union /Labour relations focus: Assuring healthy union / organization relationships.

One of the first overt statements of the HRM concept was made by the Michigan School (Fomburn et al., 1984). They explained the human resource cycle that consists of four generic processes or functions. These are:

1. Selection - Matching available human resources to jobs

2. Appraisal - Performance management

3. Rewards - It must reward short as well as long-term achievements

4. Development - Developing high quality employees.
DELIVERING HRM OBJECTIVES

The larger the organisation, the more scope there is to employ people to specialize in particular areas of HRM. Some, for example, employ employee relations specialists to look after the collective relationship between management and employees. Where there is a strong tradition of collective bargaining, the role is focused on the achievement of satisfactory outcomes from ongoing negotiations. Increasingly, however, employee relations specialists are required to provide advice about legal developments, to manage consultation arrangements and to preside over employee involvement initiatives.

Another common area of specialisation is in the field of training and development. Although much of this is now undertaken by external providers, there is still a role for in-house trainers, particularly in management development. Increasingly the term ‘consultant’ is used instead of ‘officer’ or ‘manager’ to describe the training specialist’s role, indicating a shift towards a situation in which line managers determine the training they want rather than the training section providing a standardized portfolio of courses. The other major specialist roles are in the fields of recruitment and selection, health, safety and welfare, compensation and benefits and human resource planning.
In addition to the people who have specialist roles there are many other people who are employed as human resources or personnel generalists. Working alone or in small teams, they carry out the range of HR activities and seek to achieve all the objectives outlined above. In larger businesses generalists either look after all personnel matters in a particular division or are employed at a senior level to develop policy and take responsibility for HR issues across the organisation as a whole. In more junior roles, human resource administrators and assistants undertake many of the administrative tasks.

Most HR practitioners working at a senior level are now professionally qualified, having secured membership of the Chartered Institute of Personnel and Development (CIPD). The wide range of elective subjects which can now be chosen by those seeking qualification through the Institute’s examinations has made it as relevant to those seeking a specialist career as to those who prefer to remain in generalist roles. However, many smaller businesses do not need, or cannot afford, HR managers at all. They may use consultants or the advisory services of university departments. They may use their bank’s computer to process the payroll, but there is still a human resource dimension to their managers’ activities.
RELEVANCE OF HRM

HRM is more relevant in today's context due to the following compulsions:

CHANGE MANAGEMENT:

Today, terms such as 'Learning Organization', 'Managing Organizational', 'Change Agents' and the like are being increasingly encountered. It is now an accepted fact that any organization can survive in today's socio-economic environment only if it is proactive to environment changes. Advances in Information technology too are forcing organizations to change their very way of thinking.

COMPETENCE:

It is often said, "Give a man a job that he excels at and he would not have to work." In the organizational context, it may not be always feasible to allocate tasks to individuals at which each one excels, but surely we can enhance competence of individuals for specific tasks through well-designed training programmes. It is equally important to take note of the interests of the individual. It is much easier to train him in tasks closer to his inherent liking. It is, however, seen that many managers do not realize the importance of this aspect and would prefer sub-optimal performance from an employee rather than spare him for training / retraining because in the latter case the employee would
not be available for work during that manager's tenure. What is not appreciated is that without the required competence, an employee would either shirk from the assigned tasks or would do a lousy job. After a while such an employee would attempt recognition through destructive means because he is unable to make a mark as a good performer.

**COMMITMENT:**

The extent to which the employees are committed to their work and organization has a significant bearing on an organization's performance. Commitment levels can be assessed in a number of ways. One can make use of informal interviews and questionnaires. Statistics on absenteeism, grievances, and voluntary separations. Transparency in organizational functioning, employees' perception of various HRM policies, channels of communication, and role models played by superiors strongly influence employee commitment.

**CONGRUENCE OF OBJECTIVES:**

Even well-qualified and committed employees could pursue goals at variance to the organizational objectives. It is, therefore, essential that all newcomers to the organizational are properly socialized into the existing community and are made aware of the organizational values, work ethos, customs and traditions. It is important that they know what the organization stands for and what is wants to achieve and in the process, what is expected
from each individual, so that he can find reason and meaning for his existence in the organization. This exercise is commonly referred as socialization.

**MOTIVATION:**

Another aspect of human behavior is the employee’s willingness to work and the desire to constantly improve his performance. There are different schools of thought on motivation but essentially, all agree that work is not inherently distasteful. People want to contribute to meaningful goals, particularly, those they have helped in setting. Most people can exercise far more creativity, self-direction and self-control than their present jobs demand. It is, however, necessary to create an environment in which all members can contribute to the limits of their ability. Subordinates must be encouraged to participate in the process of decision making, continually broadening their self-direction and self-control as this would not only lead to direct improvement in operating efficiency but would also ensure their grooming for higher responsibilities.

**CHALLENGES FACED BY HRM:**

Changes in socio-economic and political conditions are bound to bring about changes in the environment within the organizations. The personnel managers of today may find themselves obsolete because of the rapidly changing business environment, and therefore they should constantly update.
their knowledge and skills by looking at the organization's needs and objectives. Some of the important challenges are:

VISION PENETRATION:

Evolving the right vision is an entrepreneurial or top management function, but its utility increases immensely if it percolates, and is understood and accepted down the line. Vision not only provides the fuel and direction to business strategy, but also helps managers evaluate management practices and make decisions. Penetration of vision shall therefore become an important, integral part of man management in future.

INTERNAL ENVIRONMENT:

Creating an environment, which is responsive to external changes, providing satisfaction to the members of the organization, and sustaining it through culture, useful traditions, practices, and even systems, will become another important dimension of managing managerial personnel.

CHANGE IN INDUSTRIAL RELATIONS:

The practice of IR has undergone sea change. The notion that workers must be disciplined at the manager's will have to be buried. Development of workers may need simpler and appropriate inputs, but both the workers and managers must be managed and developed by the same set of assumptions and HRM philosophy of the company.
BUILDING ORGANIZATIONAL CAPABILITIES:

The paradigm of managing managers would include not only assisting them to acquire new skills and knowledge and to evaluate environmental change to evolve business strategies, but also to live in a psychological state of readiness to continually change.

JOB DESIGN AND ORGANIZATIONAL STRUCTURE:

In designing organizations, we will, hopefully, soon give up uncritical acceptance of foreign concepts and fads like quality circles, TQM, etc. Instead of these, organizational structure of technology, jobs and functions to be performed to achieve organizational tasks, and (ii) people approach, which takes cognizance of their strengths, idiosyncrasies, aspirations and relationships at work.

INCREASING SIZE OF WORKFORCE:

The organizations are ever increasing in size and complexity, multiplying the number of people working therein. The management of an increased workforce poses serious problems and challenges especially since the workers are becoming more conscious of their rights.
CHANGING PSYCHO-SOCIAL SYSTEM:

In the traditional bureaucratic mode, the organizations were designed to perform technical functions with strict compartmentalization of work functions. But in future, human participation will be required not only in technical functions but also in establishing the democratic system.

SATISFACTION OF HIGHER LEVEL NEEDS:

The workers are becoming much aware of their higher level needs. This awareness is likely to intensify further in the further workforce. Therefore managers would be required to evolve appropriate techniques of motivating the workers and getting work from them.

EQUALITARIAN SOCIAL SYSTEM:

Major developments that have taken place in the last four decades have been due to the desire of the organization’s members to have greater say and influence in organizational functioning. Thus, contemporary organizations are putting lesser emphasis on the hierarchical structures and thus moving towards a more equalitarian social system. This is going to be more common in days to come.
TECHNOLOGICAL ADVANCES:

In the wake of technological advances new jobs will be created and many old jobs will become redundant. Unemployment resulting from modernization could be liquidated by properly assessing manpower needs and training of redundant employees in alternate skills.

COMPUTERIZED INFORMATION SYSTEM:

It will play a revolutionary role in managerial decision making. It will also have an increasing impact in coordination and at strategic levels.

CHANGES IN LEGAL ENVIRONMENT:

To meet with the increasing changes in the legal environment, necessary adjustments will have to be made so that greater utilization of human resources can be achieved.

MANAGEMENT OF HUMAN RELATIONS:

The new generation workforce comprising educated and conscious workers will ask for higher degree of participation and avenues for self-fulfillment. It is rather difficult to motivate many of the new generation workers than their predecessors. This is partly due to change in their value system and higher levels of professional competency.
HUMAN RESOURCE FUNCTIONS

Human resource functions refer to tasks performed in an organization to provide for and coordinate human resources. Human resource functions are concerned with a variety of activities that significantly influence almost all areas of an organization and aim at:

a) Ensuring that the organization fulfills all of its equal employment opportunities and other government obligations.

b) Carrying out job analysis to establish the specific requirements for individual jobs within an organization.

c) Forecasting the human resource requirements necessary for the organization to achieve its objectives—both in terms of number of employees and skills.

d) Developing and implementing a plan to meet these requirements.

e) Recruiting and selecting personnel to fill specific job within an organization.

f) Orienting and training employees.

g) Designing and implementing management and organizational development programmes.

h) Designing systems for appraising the performance of individuals.

i) Assisting employees in developing career plans.
j) Designing and implementing compensation system for all employees.

**LINK BETWEEN BUSINESS AND HR STRATEGY:**

The nature, desirability and feasibility of the link between business strategy and HR strategy is a consistent theme which runs through the strategy literature, some theories suggest that implementing 'best practice' in HRM is even more important. A simple model known as the separation model is useful in visualising different ways in which this relationship may be played out and has relevance for the newer conceptions of strategy based on the resource-based view of the firm, as well as earlier conceptions. In the separation model (A) there is no relationship at all, if indeed organizational and human resource strategy does exist in an explicit form in the organisation.
The fit model (B) represents a growing recognition of the importance of people in the achievement of organisational strategy. Employees are seen as key to the implementation of the declared organisational strategy, and human resource strategy is designed to fit with this. Some of the early formal models of human resource strategy, particularly that proposed by Fombrun et al. (1984), is whole approach depends on a view of strategy formulation as a logical process, which remains a widely held view. The relationship in the fit
model is exemplified by organisations which cascade their business objectives down from the senior management team through functions, through departments, through teams and so on. Functions, for example, have to propose a functional strategy which enables the organisational strategy to be achieved. Departments have to propose a strategy which enables the functional strategy to be achieved, and so on. In this way the HR function (as with any other) is required to respond to organisational strategy by defining a strategy which meets organisational demands. The dialogue model (C) takes the relationship one step further, as it recognizes the need for two-way communication and some debate. What is demanded in the organisation's strategy may not be viewed as feasible and alternative possibilities need to be reviewed.

The holistic model and the HR-driven model (D and E) show a much closer involvement between organisational and human resource strategy. The holistic model (D) represents the people of the organisation being recognized as the key to competitive advantage rather than just the way of implementing organizational strategy. In other words HR strategy is not just the means for achieving business strategy (the ends), but an end in itself. Human resource strategy therefore becomes critical and, as Baird et al. (1983) argued, there can be no strategy without human resource strategy. Boxall (1996) develops this idea in relation to the resource based firm, and argues convincingly that
business strategy can usefully be interpreted as more broad than a competitive strategy (or positioning in the marketplace). In this case business strategy can encompass a variety of other strategies including HRM, and he describes these strategies as the pieces of a jigsaw. This suggests mutual development and some form of integration, rather than a slavish response to a predetermined business strategy.

The HR-driven model (E) offers a more extreme form, which places human resource strategy in prime position. The argument here is that if people are the key to competitive advantage, then we need to build on our people strengths. Logically, then, as the potential of our employees will undoubtedly affect the achievement of any planned strategy, it would be sensible to take account of this in developing our strategic direction. Butler (1988/89) identifies this model as a shift from human resources as the implementers of strategy to human resources as a driving force in the formulation of the strategy. Again this model is a reflection of a resource-based strategic HRM perspective, and sits well with the increasing attention being given to the notion of ‘human capital’ where it is the collective nature and quality of the people in the organisation which provide the potential for future competitive advantage.
THE INDIAN SCENARIO AND HRM

In the 50s, there was a strong belief that employees were recruited not to question ‘why’ but only to do – and – die. In the 60s, terms like manpower, staff and personnel came to be used and instead of controlling the employees, it became more and more acceptable to manage personnel as studies revealed that productivity of the workers could be improve if they were organized for the work. And in late 70s, people realized that beyond a point, productivity depended on people. Also, workers started demanding whatever they expected from the employers over and above their salaries. ‘Personnel’ came to be called ‘human resources’ sharing the global thinking, Indian Managers and behavioural scientists accepted and introduced such theories, models and concepts as theory X/Y/Z, two factor theory of motivation, contingency model, social – comparison process, Porter – Lawler model, socio – technical system, job enrichment, managerial grid, participative management, empowerment, quality of work life, total quality management and Kaizen. At the same time, experts observed that there were some strategic challenges of current times such as a accelerating rates of change in all aspects of business - increasing competition, globalization of business, technological change, changing work culture, resource constraints, transition from industrial to information society, unstable market owing to economic conditions, increasing demands by
corporate stakeholders, and a complex psychological environment. We are now visualizing the possibility of a global village. But, are we prepared for the ensuing challenge?

Hierarchy, status, authority, responsibility, and accountability are structural concepts. But in the Indian context, emotions, feelings, empathetic perceptions, impression and the affective components have influenced people more than anything else. In a work environment, people do not like being treated as puppets – blamed, belittled or bossed. On the other hand, managers feel they only should 'think' and let workers 'do'. The idea that boss is always right persists. The boss-subordinate relationship creates stressful situations, hampering the environment conducive to human resource management. The subordinates expect that the boss should have integrity, higher performance skill, commitment, guidance and leadership qualities, support and patronizing tendencies, accessibility, wider vision, sense of empowerment, and credibility. On the hand, the boss expects that his subordinates should have a commitment to job, integrity, competence, reliability, initiative, loyalty to the organization, self discipline and a good sense of accountability and job involvement. HRM basically refers to a balance interaction between these two sets of expectations. A good HRM environment ensures harmony between the boss and the subordinates.
However, a healthy corporate philosophy ensuring uniform policies at all levels of an organization is necessary for good HRM.

The Indian organizations are experiencing some transitions and changes. The workforce of the 50s and 60s has retired. The middle-level is now at the top with the hangover of all possible middle-class values. The new generation of MBAs is pouring into industrial organizations. Young executives in their mid-30s are heading HRD/HRM divisions in big companies. Moreover, due to the unprecedented advancement in information technology, there is a growing need to understand and manage this transition, and give a direction to this change process. In order to achieve an effective HRM strategy we have to integrate HRM with HRD, IR, and organization development (OD). The HRM strategies in India in the 21st century have it focus in better individual - organization interface and greater emphasis on organizational effectiveness than on personal success. Managing people, human capital and culture - Human Resource Management (HRM) is critical for business success.
REVIEWS FROM VARIOUS RESEARCHERS RELATING TO HRM

1. Negandhi and Barnard Estafen's (1965) study of 36 companies in 5 major towns in India, shows that the majority of the Indian organizations, training and development have remained neglected and have turned into secondary functions. Some organizations strongly hold the traditional view that managers are born and not made. These organizations just do not believe in training. In fact, some follow-up studies have also shown that management attitudes hardly change as a result of training. Even cognitive or intellectual learning does not seem to take place.

2. Rudrabasavaraj's (1976) study of 12 leading organizations in the private sector shows that the majority of Indian organizations the procedure to select people for various training programmes is irrational. Not infrequently those persons are sent for training that either find them at a loose end (not suitable slot being readily available for their posting) or want a holiday at company expenses.

3. Pather (1982) study of 104 "non-user" enterprises that only in a few big industries organizations in our country training programme are conducted in terms of specific organizations; needs and the peculiarities of the industry concerned. Employees needs of training in these organizations are determined through supervisory recommendations, analysis of job performance, analysis of
job requirements and employees themselves suggests the type of training needed by them.

4. **Render (1984)** studied that only 7 organizations indicated their executives are highly involved and take counseling seriously, 27 of them take it seriously and eight indicated that very few take it seriously. None indicated that it is a ritual and not much really happens.

5. **Kanungo (1986)** conducted a study on reward system mechanisms that reward system are designed to attract to the organization, individuals with the knowledge, ability and talent demanded by specific organization tasks. Reward systems are designed to retain valued productivity employee who must perceived them as fair and equitable relative to the market. Reward system are designed to motivate individuals and groups within the organization to maintain regular attendance and high standard of performance on the job and it can to promote among its members certain favorable attitude towards the organization itself including its various socio-technical components such as supervision, co-workers, administrative practices, the assigned jobs and its technology.

6. **Anandram (1987)** found that HRD has not yet taken root in Pune industries. He also found that HRD is practiced more in public sector than in private sector industries. Anandram's study of Pune based industries indicated that training policy and training policy and training facilities do not exists in
most of the organizations. Even large organizations were found to pay lip sympathy to training.

7. Ham Paauwe and Williams (1987) says much publicity has recently been given to the attempts of a number of organisations to improve the flexibility of their human resources. By this is normally meant keeping their labour costs closely related to their level of business activity. We are particularly concerned in this article with the problems of those enterprises for whom the latter is often unpredictable. There are two major ways in which such organizations attempt to link their human resource costs to their business operations — either some variety of payment by results or profit sharing system and/or changing the numbers and contractual relationships of those employed. It is generally accepted that flexible pay systems cannot be totally flexible, but require some core proportion of earnings to be stable over time. The necessity for stability arises because of the difficulty for the organisation of managing a totally flexible system and because of the individual's need, in his/her own life, for some element of income predictability and security.

8. Quillien and Olila (1992) says today, global competition and rapid market developments preoccupy top management. They have less time for internal issues. If not checked, this preoccupation with the external world will leave top management in the same position as the military commander who
may have a brilliant battle plan but does not know or understand the nature of his own troops. To be successful, top management requires in-depth and quality knowledge of the company's people and the corporate culture which binds them together. Typically, top management does not get quality information. They work on unchecked hunches and shallow, filtered information. By retooling the frequently underutilized human resource manager with the analytical skills for cultural analysis, general management can be strengthened with skilled and knowledgeable co-pilots and internal change agents.

9. Ian Clark (1993) explores the burgeoning literature on HRM with the aim of assessing its distinctiveness in terms of the arguments expounded by Guest in 1989 in his article “Personnel Management and HRM: Can You Tell the Difference?” Summarizes Guest's article, drawing out his three main approaches; reviews each of the three themes in terms of later contributions to the subject; evaluates the distinctiveness of HRM in relation to the three approaches laid down by Guest; and, finally, raises some issues of discussion and conclusion on the distinctiveness of HRM, its efficiency claims and its effects on the practice of personnel management.

10. Sisson (1993) Discusses the evidence found by the 1990 Workplace Industrial Relations Survey for the general implementation of HRM ideas and practices; focuses on three elements of HRM - the emphasis on individual
rather than collective negotiations and agreements; the attention paid to participation and involvement; and the general approach of management - and finds that, while these practices are indeed becoming more widespread, surprisingly perhaps they are more common in workplaces which are unionized than in those non-unionized.

11. Townley (1994) points to the debate about consequences of the name on employment prospects: 'debates centered on the image projected - welfare was thought to reflect the feminine'. The consequence was that more 'strenuous terms' were used: in 1924 it became Industrial Welfare Workers; in 1931 it changed to Institute of Labour Management; in 1946, the Institute of Personnel Management, a title which remained for the next half century. Throughout the last century there has been a polarization between male and female aspects of people management. As an example, Townley cites industrial relations as a male preserve in the 1960s and 70s, whereas training was mainly staffed by females.

12. Kane and Palmer (1995), discusses strategic human resource management (HRM) which emphasizes the importance of HRM policies and practices being integrated by a longer-range HRM strategy, which in turn is an integrated part of an overall organizational strategy. The author proposes an alternative, more overtly political, employment relations model with HRM
policies and practices as negotiated outcomes which attempt to resolve the often conflicting expectations of a number of interested parties. He presents a study in which only one-third of a sample of Australian HR managers reported that an HRM strategy had a great or moderately great impact on HRM within their organization, and there was no evidence that the impact of an HRM strategy resulted in reduction of the direct impact of other factors. More important factors included legislation / regulation, industry characteristics, organizational strategy and objectives, top management priorities, organizational size and structure, and the impact of technological change. In addition, these factors impacted differentially on HRM practices and policies in areas such as recruitment, training, pay/benefits and industrial relations. The author suggests these results support the appropriateness of a broader employment relations view of the field.

13. Storey (1995), reports on findings from two extensive pieces of fieldwork conducted over two different time periods (1987-89 and 1992-94), which show considerable experimentation with many elements of the HRM model. The author in his research discusses the factors inhibiting a fuller embrace of HRM.
14. Arrowsmith and McGoldrick (1996) Reports that the continued need to meet increasingly competitive conditions in service industries has encouraged the development of a more strategic human resource approach in pursuance of the maintenance of quality, service and flexibility goals. The researcher presents an in-depth case study in the retail sector, specifically examining the company's approach to the recruitment and retention of older employees. The authors develop models to demonstrate the linkages between service with the social characteristics of this group of workers and consequent employment implications. Finds that, while senior management perspectives were positive, some degree of ambivalence was expressed in respect of line management views, and while older workers were perceived to be suitable for many types of work, preferred workforce profiles still tended towards traditional core labour sources. Notes that employment characteristics of a softer "qualitative" nature, such as service, motivation and job satisfaction, were seen as assets, and disadvantages relating to more "quantitative" criteria, such as trainability, job flexibility and new technology, were evident but less clearly expressed and might be qualified by appropriate management techniques and discovers that older employees placed high value on service provision, in comparison to younger employees who were generally more dissatisfied with their jobs and were oriented more towards financial considerations. Utilizes an
interview programme and surveys with both line managers and employees to assess the issues involved and to draw out the managerial implications for retail and service.

15. Sparrow and Budhwar (1996) have developed from the second author's ongoing Ph.D. research, which focuses on the managerial thinking (personnel specialists) about strategic management of human resources from a cross-cultural viewpoint between India and Britain. The Indian Personnel Specialists are under a severe pressure to bring about large scale structural changes in their organizations to cope with the challenges thrown by the recent liberalized economic policies. The role of Human Resource (HR) function has become more important than ever in such conditions. An attempt is therefore made to analyse the HR function in India in the changing economic environment. The influence of a number of national and contingent variables on the HR function is therefore studied to place it against the worldwide patterns of Human Resource Management (HRM) practices.

16. Fisher and Marciano (1997) in a study on, "Managing human resource shortages in a unionized setting: Best practices in air traffic control" Human resource shortages require effective human resource management (HRM). Findings from research about ongoing labor shortages in air traffic control (ATC) are used to build a preliminary theory of appropriate HRM
responses. Our international sample of major ATC agencies generally developed a set of best HRM practices to attract, motivate, and retain human assets. Key factors included (1) cultural and institutional norms, (2) technological change, (3) union responses, and (4) organizational form and structure (e.g., civil service versus commercial firms). While ATC’s rare human aptitudes, lengthy training to develop firm-specific human capital, and lifelong employment may limit the preliminary theory’s general applicability, crucial lessons emerge about human resource planning.

17. Luthans (1997) Points out evidences which suggests that innovative human resource management (HRM), and not downsizing, is the key to sustaining competitive advantage; distinguishes between leading-edge HRM innovators and others, noting that the former suffer fewer morale problems and that they downsize in order to improve productivity, not to cut costs. The author thinks that it is HRM practices and investment which are making the US economy so strong, and considers HRM as a core competence; discusses skills-building and 'new' pay systems (gainsharing, team compensation and at-risk pay). The authors suggest the use of 360-degree feedback and behavioural management as methods of sustaining HRM competence, and provide guidelines for building HRM core competence.
18. Lynton and Pareek's (1997) study of the training practices in Indian organizations says that in many organizations the fact of a particular employee having attended a specialized training course is not taken into account at the time of his subsequent posting. In these organizations one can come across hundreds examples of square pegs sitting in round holes. Many organizations treat the training of their employees as single shot operations. They do not look upon training as an integral part of their employee's career plans. Career planning, in fact, is conspicuous by its absence in most organizations. Appointments to even most crucial posts are made more on the basis of pulls and personal preferences than on the basis of employee's specialized experience or training.

19. Kane, Crawford and Grant (1999), in this study, developed scales to measure the extent to which organisations exhibited "soft" or "hard" approaches to HRM, and the extent to which potential barriers to the effective operation of HRM were present. The sample comprised 549 employees, managers and HRM staff across a wide range of types of organisations in Australia, New Zealand, the USA, the UK and Canada. While the results supported the contention that HRM effectiveness can be achieved via both "soft" and "hard" approaches, several barriers to HRM were identified and there was little evidence that organisations generally operated HRM policies.
and practices that were seen as effective. Although very few differences
between countries were found, the authors suggest the barriers identified and
related ineffectiveness of HRM may be all the more detrimental to the
competitiveness of Australian and New Zealand organisations in light of the
recent economic downturn in the Asia-Pacific region.

20. D'Netto and Sohal (1999) pronounces that workforce diversity has
become an important issue in Australia. This study examined the extent to
which human resource management practices were being used by organisations
in Australia to manage workforce diversity. The study also assessed the
perceived challenges and benefits of diversity in the workforce. The findings of
this study indicated that overall, management of workforce diversity is only
"mediocre". In particular, inadequate diversity management practices were
found in the areas of recruitment and selection and training and development.
As migrant employees do not create any problems and are very compliant, the
challenges that workforce diversity presents does not receive adequate attention
by organisations in Australia. However, these organisations seek several
benefits from their multicultural workforce. The implications of these findings
are discussed.
21. Michie and Sheehan (1999) used evidence from the UK 1990 Workplace Industrial Relations Survey to show that 'low-road' HRM practices also appeared to be negatively correlated with investment in R&D and new technology. By contrast, 'high-road' work practices were positively correlated with investment in R&D and new technology. Cooke, F.L. (2001) reviewed a number of British studies on the use of 'high-road' and 'low-road' HRM strategies and concludes that high-road HRM may lead to better organizational performance. But firms do not necessarily opt for this because of the historical, social and institutional context of employment relationships in Britain.

22. Khatri(1999) has recommended ways to face the onslaught of hypercompetition, organizations need to be responsive and flexible. The human factor, if managed effectively, is perhaps the most important in imparting organizational flexibility. Managing the human factor as a competitive tool falls in the domain of strategic human resource management. In this study he discusses the state of HRM in Singapore. The author identifies five important issues in strategic HRM field which if fully understood, would help scholars and practitioners develop better theoretical frameworks. Specifically, it is proposed that the link between HR and strategy depends on the type of strategy pursued by the organization; organizational culture influences the status of HR and its integration with the rest of the organization; the competencies of HR
managers affect the status of HR and its link with organizational strategy; HR strategy or lack of it affects the HR function's vertical and horizontal fits; these factors all influence the outsourcing of HR activities.

23. Philip Worsfold (1999) in his thesis has studied the nature of HRM and the extent to which it is adopted by industry is reviewed. HRM in the hotel and catering industry is compared with other sectors of industry, including small to medium size organizations. The literature concerning HRM and performance is briefly reviewed and its relevance to service industries and the hotel industry is addressed. Service quality is identified as a performance indicator. Determinants of service quality are considered in relation to HRM. The need for additional research is identified.

24. Seyed-Mahmoud Aghazadeh (1999) investigates three aspects of human resource management facing future challenges, personnel, technology and globalization. Suggests that the human resource professionals in a successful business must be able to attract and retain individuals who have the ability to manage a globally responsive business. Covers the use of technology for competitive advantage; advocates global strategies in operations management and empowerment of the individual.
25. **Subba Rao et al (1999)** in a study on Human Resource Management practices in small and medium size industrial units in Eritrea has found that the practices are traditional. Almost all the respondents feel that the employee-employer relations are highly cordial and innovative. The organizations did not design the jobs systematically but they had good outcome of systematic job design based on the option of job enrichment. The practices of human resource development like performance appraisal, skill acquisition and training mostly based on the judgment and on-the-job respectively. The union's strength is very low.

26. **Hsu Y-R, Leat (2000)** reports the results of a survey of human resource (HR) managers in manufacturing companies in Taiwan which examined whether - in line with the Human Resource Management (HRM) literature - responsibility for HRM activities in these Taiwanese firms is devolved to line managers, whether HR managers seek strategic integration and whether company size and ownership impact recruitment and selection processes and methods. Finds that, overall, HR managers believed that HR policy and organizational strategy should be fully integrated, that some HRM decisions were shared between line management and HR professionals and that line management appeared to have greater responsibility for workforce expansion/reduction, recruitment and selection and training and development.
Observes, further, that the survey results provide support for the argument that recruitment practices are culturally sensitive across national boundaries (since recruitment methods differed according to ownership). Proposes a framework for examining HRM in Taiwanese organizations and sets out how it differs from other models such as the Harvard model (Beer et al., 1984), Guest's model (1989a) and Storey's model (1992).

27. Huang (2000) looked at 315 firms in Taiwan and related their human resource practices to their organizational performance. Huang's study shows a significant relationship between performance and the effectiveness of their HR functions, including planning, staffing, appraisal, compensation, and training and development.

28. Panda (2000) in a study on Human Resource management in hotel industry in Nagaland has studied the size and structure of human resource and the practice of recruitment and the maintenance of the resources and has found that majority of the workers were paid monthly wage with some benefits like free meals, accommodation, medical expenditure, dress and in some cases Sunday allowance in addition to the salary package. Low satisfaction was found among the workers at floor level but it varies to enterprises.
29. Gibb (2001) describes a survey of the views of 2632 employees on HRM in the 73 organizations for which they worked. In this study employees were found to be positive about some elements of HRM, including training and development, rewards and levels of personal motivation. They also gave high ratings for the performance of HR staff across a range of services. But the survey found negative employee views on the management of staffing levels, aspects of recruitment and retention, communication and overall levels of morale in their organizations.

30. Michie and Sheehan-Quinn (2001) surveyed over 200 manufacturing firms in the UK to investigate the relationship between corporate performance and the use of flexible work practices, human resource systems and industrial relations. They found that 'low-road' practices - including short term contracts, lack of employer commitment to job security, low levels of training and unsophisticated human resource practices - were negatively correlated with corporate performance. In contrast, they established a positive correlation between good corporate performance and 'high-road' work practices - 'high-commitment' organizations or 'transformed' workplaces. They also found that HR practices are more likely to make a contribution to competitive success when introduced as a comprehensive package, or 'bundle' of practices.
31. Rondeau and Wager (2001) focused on the ability of certain 'progressive' or 'high performance' human resource management practices to enhance organizational effectiveness, noting growing evidence that the impact of various HRM practices on performance is contingent on a number of contextual factors, including workplace climate. They conducted a postal survey of 283 Canadian nursing homes which included questions about human resource practices, programmes and policies impacting on workplace climate. The survey also included a variety of performance indicators. Their results indicated that nursing homes with more 'progressive' HRM practices and which also reported a workplace climate valuing employee participation, empowerment and accountability tended to be viewed as better performers. The best performers overall were those nursing homes that had implemented more HRM practices and also reported workplace climates reflecting a strong commitment to their human resources.

32. Stephen Gibb (2001) in his research explores a range of arguments about trends in human resource management (HRM) provides contrasting evidence in evaluating the state of HRM. Methods using either fit with “best practice” or fit with contingencies as ways of evaluating the state of HRM have been foremost. Investigating the employees “point of view” has been proposed as an alternative in some recent studies. The research reported here is based on
this alternative method. It describes employees views of HRM in their organizations based on a survey of 2,632 employees in 73 companies. The findings are that employees report areas of strength in HRM that include training and development, rewards, and levels of personal motivation. Employees also rate the performance of HR staff highly across a range of services. Noticeable areas of weakness in HRM, in employees' estimations, exist in the management of staffing levels, aspects of recruitment and retention, communication, and with levels of morale in the organization as a whole. These findings justify a mixed but overall positive picture of the state of HRM. The problems of analysing employee views of HRM in this type of study, to address arguments with evidence, are considered in conclusion.

33. Barry Nyhan (2002) HRD Mechanism in Europe at the crossroads, This paper examines the concept and practice of HRD of HRD Mechanism from a European perspective. It locates HRD, which is seen to refer specially to learning, training and development activities in companies, within the context of underlying 'people-management' theories (HRM) or what can be termed 'industrial or working-life cultures'. This paper contrasts two theories of HRD derived from two different ways of conceiving HRM. The first of these, which is seen to have much in common with classical European industrial and working life values, is the 'humanistic-development' tradition. The
competing model, which it is argued is growing in prominence in Europe, is characterized by an 'instrumental-utilitarian' way of looking at human resources. The paper concludes that at the present time HRD policy makers in Europe are caught up in a debate about these two approaches. In fact, Europe can be seen to be at the crossroads searching for a signpost leading to human resources management and development policies that promote lifelong learning for everybody at work with the view to building a strong and sustainable economy.

Literature review on HRD Mechanism in Europe, Japan and USA; case studies of 28 large organizations in 7 European countries. The commonalities in outlook on HRD Mechanism in Europe, Japan and USA are more significant than the differences. This result may caused by the concentration in the study on large organizations, which share the context of the global economy. The inclusion of SMEs might have led to different results since these operate in varying regional and local economies.

34. Claire Teo, Lea Waters (2002) The Role of Human Resource Practices in Reducing Occupational Stress and Strain in the current study examined the occupational stress-strain relationship among a sample of 109 white-collar employees in Singapore. Participants completed a survey that assessed the presence of 8 human resource practices (job training,
communication, job redesign, promotional opportunities, employee involvement, family-friendly policies, pay systems, and individual-focused stress interventions (SMIs), 2 major stressors (role overload and responsibility), 2 types of strain (vocational and interpersonal), and organizational commitment. Results indicate that human resource (HR) practices did not reduce the sources of stress (role overload and responsibility) within the workplace. However, there was a direct negative relationship between HR practices and interpersonal strain. In particular, family-friendly practices, job training, and SMIs reduced interpersonal strain. An examination of vocational strain showed that it was negatively associated with SMIs and job training. In addition, organizational commitment mediated the relationship between HR practices and vocational strain. It was concluded that HR practices may be effective as part of a symptom-directed approach to stress intervention and that further replication of these results in both Asian and Western samples is required.

Reza Kouhy, Rishma Vedd (2000) in a study on the “Performance measurement in strategic human resource management” Pressures such as increasing competition, technological developments and rapidly changing environments have forced organisations a) to be innovative and cost effective, b) to improve quality and productivity, and c) to be flexible and to search for strategies that
will give a sustainable competitive advantage. By utilizing more effectively their human resources, organisations can enhance their competitiveness. Armstrong [1] suggests that in order to improve performance, Human Resource Management (HRM) must be able to understand the language of Management Accounting (MA). MA is partly about providing information in the context of the Strategic Management process. This empirical study examines the current role of MA in relation to the entire Strategic Human Resource Management (SHRM) process using data from a 1998 survey of Finance Directors and Human Resource Directors in the UK's top companies with 1000 plus employees. The results reveal that management accountants do play a role in providing information for decision-making, setting targets, and performance measurement in the SHRM process. The views on the MA role in the future are that it should be as a more collaborative and partnership relationship with human resource managers.

35. Greenwood (2002) reviewed the ethical position of HRM and concluded that even when judged by minimum standards, HRM is seriously lacking, not least because of a general disregard of stakeholder theory. Foote (2001) investigated the ethical behaviour of HR managers working in a sample of UK and Irish charities. The study highlights the ethical inconsistency between the application of strong, explicit organizational values to external
clients and the limited influence of those values on HR strategies and practices within organizations. HR professionals no longer thought that the HRM function should be the conscience of the organization, but felt that they had a significant role in the provision of advice on ethical action to senior management.

36. Hamlin 2002, European organizations tend to integrate their development practices; corporate strategy, organizational development, HRM and HRD. Their HRD strategies are more integrated in business than in Japanese and US organization.

37. Christensen Hughes (2002), in his paper presents a framework for understanding HRM: traditional HRM; integrative HRM; strategic HRM; and universal HRM. The author suggests that empirical support for universal HRM is growing and better describes with a case study of one hospitality organization's "universal" approach to human resource management - Intrawest in British Columbia, Canada. "Best practices" include establishing a service-oriented culture, building a strong capital base, motivating employees, and providing employees with the opportunity to contribute. However, issues related to the level of employee commitment and organizational life cycle is raised. The paper argues that future research should focus on the applicability of
universal HRM for the hospitality industry as well as processes and measures for helping managers demonstrate the impact of their HR practices.

38. Kelliher and Riley (2002), highlighting evidence to support the view that the impact of HRM is greatest when it involves a set of coherent policies and practices, also consider that HR initiatives should be implemented as part of an integrated package. They instance functional flexibility, which leads to an intensification of work, but in the cases they studied this was less of an issue when supported by higher levels of remuneration.

39. Mitchell Langbert (2002) says that Human resource management’s challenge is to improve the balance among three competing quality targets: equity, flexibility, and alignment. Management of these targets has improved through four historical periods: the pre-industrial, paternalist, bureaucratic, and high performance. There always have been trade-offs among the three quality targets, but the balance among them has improved through history.

40. Paul Boselie, Ton van der Wiele (2002) Says there is a growing interest in theory and in practice with regard to the relationship between human resource management (HRM) and total quality management (TQM), as well as the relationship between these two perspectives and business performance. Empirical research suggests significant effects of HRM/TQM on the performances of an organisation. The majority of research in this area is
focused on the effects of HRM/TQM at the organisational level. Research on the perceptions of individual employees might obtain new insights for further discussion on the effectiveness of HRM/TQM in an organisation. The authors had the opportunity to analyse a relatively large database with recent data of individual employee perceptions from a knowledge-intensive organisation in The Netherlands. This analysis gives new insight into concepts such as “cooperation”, “information”, “leadership”, “salary”, “work conditions”, and “goal setting” in relation to employee satisfaction and the intention to leave the organisation.

41. Norihiko Takeuchi and et al., (2003) The Strategic HRM Configuration for Competitive Advantage: Evidence from Japanese Firms in China and Taiwan made a study to identify the pattern of HRM practices that would lead to an improvement in business performance in Chinese- and Taiwanese-based Japanese affiliates in the light of a configurational perspective, following the current debate in the field of strategic human resource management (SHRM). In particular, a set of working hypotheses regarding the structural relationship among HRM practices for producing enhanced business results was drawn from the organizational learning theoretical framework that emphasizes a linkage between the process of learning and firm performance. Our conceptual model and specific hypotheses
were examined using a sample of 286 Japanese affiliates operating in Mainland China and Taiwan. The results provided basic support for the configurationally hypothesis in predicting the financial aspect of an affiliate's performance. It is argued that the findings of the study have several important implications for the untested relationships between high commitment work practices (HCWPs) and high performance work systems (HPWSs) from a Japanese management perspective.

42. Spector and Bert (2003) examined the HRM at Enron and has found that Enron’s top leadership consciously called upon those in two: HRM policy areas flows and rewards to shape the employee behaviors, for continuous innovation and high performance. Due to the arrogance and low transparency had affected the Enron’s culture.

43. Bowen and Ostroff (2004) discusses on how human resource management (HRM) practices affect firm performance. Develops a framework showing how HRM practices, as a system, can motivate employees to adopt desirable attitudes and behaviours and lead to desired firm outcomes such as productivity, financial performance and competitive advantage, Distinguishes content and process as interrelated features of an HRM system. Discusses climate as a mediator of the HRM-firm performance relationship, introducing the concept of situational strength and explaining how an organizational climate
can act as a strong situation. Examines the features of an HRM system, explaining its strength in terms of its effectiveness in conveying the types of information needed to create a strong situation. The author reviews HRM characteristics that can foster distinctiveness, consistency and consensus and reflects on the consequences of the strength of the HRM system, arguing that it leads to the emergence of collective perceptions (organizational climate) from individual perceptions (psychological climates).

44. Camelo, Carmen et al (2004) examined the relationship between the various processes of HRM, individually are the strategy of the company among 130 industries force that three distinct models of HRM but with behaviours of independent of the strategies are followed by the companies.

45. Pasquale (2004) in a study on HRM at a marine container terminal had found that man power planning is very important due to the uncertainty of work force demand are the need of ensuring a time continuous efficiency of the terminal, in the result to overcome the uncertainty.

46. Tzafrir, Gedaliahu. Harel, Baruch and Dolan (2004) examines the consequences of emerging human resource management (HRM) practices for employees' trust in their managers from a combination of the theory of exchange and a resource-base perspective. Using a national sample of 230 respondents, the research reported here portrays the paths which link the
consequences of emerging HRM practices to employees' trust in their managers. In this framework, HRM consequences represent a proxy in which managers' actions, behaviours, and procedures affect employees' trust in their managers. The results indicate a significant and positive influence of empowerment, organisational communication and procedural justice as determinants of employees' trust in their managers. Using structural equation analysis, findings also indicate that procedural justice mediates the impact of employee development on their trust in their managers. Implications for strategic HR policies in organisations and suggestions for future research are discussed.

47. Khandekar and Sharma (2005) analyzes the role of organizational learning and strategic human resource management (HRM) in sustainable competitive advantage. To carry out the study, the survey method was been used. The empirical research was done on a random sample of 300 line or human resource (HR) managers from nine Indian and foreign global organizations, chosen purposefully from New Delhi (the national capital region of India). Percentages, means, cross tabulation, Pearson's correlation, one-way analysis of variance, inter-item analysis and Cronbach alpha were used for data analysis using SPSS package 10. The study reveals that there is a positive relationship between organizational learning, strategic HRM and sustainable competitive advantage. Research limitations and implications show that large
samples from different Indian companies, especially middle- and small-scale industries, and longitudinal studies with qualitative and quantitative research design can strengthen the current study. The study recommends that work-based learning strategies and HR interventions involving people can help in developing strategic capabilities for sustainable competitive advantage. No empirical work has been carried out to study organizational learning, strategic HRM and sustainable competitive advantage in an Indian context. The present study was thus undertaken to study their relationship for sustainable competitive advantage. The study is going to be of immense importance not only for the management field, but also for the corporate world to know what is happening in India in the HRM and organizational learning field and to chalk out their strategic policies and HRM with this perspective.

48. Benoît Mahy, Robert Plasman, François Rycx (2005), have aimed to stimulate discussion on the “Econometrics of labour demand”. They focus on aspects of HRM, including incentive pay schemes, job satisfaction, promotion and social concerns.

One of our main objectives was to offer a thorough review of the recent empirical evidence regarding HRM practices in Spanish organizations. Another goal was to discuss these findings in light of the Spanish culture in order to identify possible cultural barriers to the adoption of global HRM practices. Our results suggest that Spanish organizations are slowly adopting global practices; however, many traditional practices remain. We suggest that the cultural variables of low future orientation, high power distance, and low institutional collectivism may exert continuing pressures that will hinder the adoption of certain global HRM practices.

50. Edgar and Geare (2005), says that statistically significant results were obtained between HRM practice and employee attitudes, but only when employee reports of the strength of HRM practice were used to measure HRM Research limitations/implications – The study emphasizes that care must be taken in HRM research to use suitable data sources, with employees being a valuable, but under-used, source.

51. Victor Oltra (2005) in his study within the search of the key factors that explain knowledge management (KM) effectiveness aims to advance a simultaneously conceptual and practical framework that links human resource management (HRM) and KM. A literature-based preliminary framework assumes that a number of critical KM characteristics and KM-related human
resource (HR) practices impact on KM effectiveness. Qualitative methods are
used for data collection and analysis. Three knowledge-intensive Spanish
business units of multinational companies are the target case-study settings.
Results suggest that systematic patterns were found regarding the impact of
critical KM characteristics and KM-related HR practices on KM effectiveness.
An induced framework, encompassing a number of specific variables and
propositions, is developed. Research limitations and implications show that lack
of a longitudinal study demands caution in the results interpretation. Also,
similar studies in cultural contexts other than Spain could produce differing
results. Moreover, further qualitative methods would be helpful for explanatory
framework refinement, whereas quantitative surveys would test propositions,
thus assessing the statistical generalizability of the results. Practical
implications show that KM enhancing recommendations for practitioners are
discussed. Special emphasis is placed on the great complexity that social and
cultural issues pose on KM, and on senior managers' key actions aimed at
involving the HR function more in KM strategy development. The study tackles
KM related social and cultural issues through a broad but practical HRM
perspective. It helps to advance a better understanding of the causes of KM
success or failure, useful both to academics seeking theory building and to
practitioners interested in insightful advice.
52. Zhongming Wang (2005) says that personnel strategy could play a crucial role in enhancing the effects of human resources management (HRM) and entrepreneurship by supporting the main dimensions of HRM. The system strategy was used to facilitate technology innovation through knowledge management while the organizational strategy was adopted to create positive organizational culture and high performance systems.

53. Luc Sel and et al (2006) in a study on the “Examination of the Impact of HRM Intensity on the Productivity and Financial Performance of Small Businesses,” Attempts to explore empirically the link between HRM and firm performance are numerous. Yet, research on this link remains restricted to large companies. Little is known about the extent to which the existing results extend to small businesses. The purpose of the present study is to develop and test a conceptual framework linking HRM to financial performance that fits small businesses. The central question is whether the development of an intensive HRM is profitable for smaller organizations. For the development and optimization of the conceptual framework, we rely on human capital theory and bankruptcy prediction models. Using structural equation modeling, we study the mediating effect of voluntary turnover and productivity on the relationship between HRM intensity and one year lagged financial performance. The results
show both productivity and profitability enhancing effects as well as a cost increasing impact of HRM intensity.

54. Morley (2006) in their study introduce a special issue, which brings together five papers exploring the changing anatomy of HRM at organizational level. The authors briefly contextualise the theme and introduce the five selected empirical papers. The findings in this paper vary according to the core theme of each of the five contributions. The first paper highlights whether the mix of distributed HR activities between the HR department and internal/external agents may be understood to be less a product of contextual influences and more a matter of corporate choice. The second paper establishes that role dissonance is a very real issue for middle managers with HR responsibilities. The third paper unearth the complexities and challenges involved in changing existing HRM procedures and practices in a post-merger scenario. The fourth paper provides an understanding of the management of human resource supply chains and outlines five, empirically derived, generic models of HR outsourcing. The final paper finds that human resource IT diffusion and take-up is primarily fuelled by interpersonal communication and network interactions among potential adopters. Originality/ value - Combined the papers offer insights on the changing anatomy of the HRM function against
the backdrop of a dynamic contemporary organisational landscape and showcase cross-national research on the theme.

55. Budhwar (2006) in a study on “The dynamics of HRM systems in Indian BPO firms” highlights the context within which business process outsourcing (BPO) has rapidly grown in India and the critical need to investigate the dynamics of human resource management (HRM) practices and systems in this sector. Using a mixed method approach involving both in depth interviews and self-completing questionnaires, we analyze the nature of HRM systems in BPO organizations operating in India. The analysis is based on a sample of 51 BPO companies, a majority of which are located near the capital of New Delhi. The results focus on the nature and structure of work and organization of Indian BPOs, as well as the strategic role played by HRM in such organizations. Furthermore, the findings highlight the way specific HRM practices such as recruitment, performance appraisal, training and development, and compensations are implemented. Our study suggests the existence of formal, structured, and rationalized HRM systems in Indian BPOs. A number of insights related to HRM policies and practices are shared by the HR managers interviewed shedding more light on the inner workings of the Indian BPO companies and their challenges. The analysis provides original and useful information to both academics and practitioners and opens avenues for future
research on the nature of HRM systems and practices in the Indian BPO industry.

56. Susana Perez Lopez, and et al (2006) in a study on “Managing human resources towards achieving organisational learning” has found that the role of human resource management in learning organisations has been discussed by a number of researchers. However, there is a lack of empirical studies that explore the relationship between human resource practices and organisational learning. This paper aims to address this shortcoming. More specifically, the purpose of this paper is to analyse the relation between four HR practices (hiring, training, compensation and decision-making) and organisational learning. The hypotheses proposed are tested on a sample of 195 Spanish companies using the structural equation modelling technique. The results support the view that selective hiring, strategic training, contingent rewards and employee participation in the decision-making positively influence organisational learning.

57. Zheng and Morrison (2006) explores the impact of adopting human resource management (HRM) practices in Chinese small-to-medium sized enterprises (SMEs). The researcher draws on five models that have been developed to test the linkage between HRM and organisational performance; refers to a number of empirical studies that show the impact of a 'bundle' of
HRM practices on organizational performance; presents a relevant literature dealing with HRM practices in Chinese SMEs. Presents hypotheses proposing how seven HRM practices are thought to influence four HRM outcomes (staff turnover, commitment, convergence and competency); outlines how these were then tested on data collected from managers of SMEs. Findings show how HRM had a positive impact on employee behaviour and firm performance; reveals how a high level of employee commitment had a positive effect on firm performance and that employee competency was found to contribute to both sales and expected growth.

Research limitations and implications show small sample; extend the number of HRM variables used in the study.

58. David Urbano and Desislava Yordanova (2007) in their study on “Determinants of the adoption of HRM practices in tourism SMEs in Spain:” an exploratory study, explored the relationship between the adoption of HRM practices in Small and Medium-sized Enterprises (SMEs) and the characteristics of the firm and the person responsible for HRM. We propose a conceptual model based on the resource-based view, which is tested with quantitative data from 164 tourism’s SMEs in Catalonia (Spain). As predicted, the adoption of HRM practices is positively associated with the presence of an HRM department. Also, SMEs in which the person responsible for HRM has previous
experience in similar positions are greater adopters of HRM practices. Finally, SMEs which cooperate with other organizations are more likely to implement HRM practices.

59. Chand. Katou (2007) in his study has dealt with two-fold purposes: to investigate whether some specific characteristics of hotels affect organisational performance in the hotel industry in India; and to investigate whether some HRM systems affect organisational performance in the hotel industry in India. For his study had taken of a total of 439 hotels, ranging from three-star to five-star deluxe, responded to a self-administered questionnaire that measured 27 HRM practices, five organisational performance variables, and ten demographic variables. Factor analysis was performed to identify HRM systems, one-way ANOVA was employed to test the association of the demographic variables with organisational performance, and correlation analysis was used to test the relation between HRM systems and organisational performance. The results indicate that hotel performance is positively associated with hotel category and type of hotel (chain or individual). Furthermore, hotel performance is positively related to the HRM systems of recruitment and selection, manpower planning, job design, training and development, quality circle, and pay systems. Research limitations and implications suggest that Single respondent bias may have occurred because a
single respondent from each organisation provided information on HRM practices and perceived measures of organizational performance. The sample was drawn from the population of best performing hotels in India, so is not representative of the hotel industry in India. Practical implications - If hotels are to achieve higher performance levels, they should preferably belong to a chain and increase their category, and management should focus on "best" HRM practices indicated in the study. The study makes a modest attempt to add information to the very little empirical knowledge available referring to the link between HRM and performance in the hotel industry.

60. Shanshi Liu and et al (2007) In search of the best human resource practices in chain stores made on the human resources (HR) practices from 83 chain stores in China. It differentiated managerial staff and operating employees according to different types of HR configurations. It also identified high and low adoption based on bundling of HR practices using cluster analysis. The impact of HR practices alignment on enhancing firm performance was evaluated using high adoption cluster. The findings advance our knowledge in the High Performance Work Systems literature and offer important insights for executives in formulating effective HR management strategies.
61. Karin Sanders, Luc Dorenbosch, Renee de Reuver (2008) analyses whether individual perceptions of an HRM system – distinctiveness, consistency and consensus – and shared perceptions of HRM (climate strength) are positively related to affective commitment in the organization. He examines if climate strength has a mediating effect in the relationship between the individual perceptions of an HRM system and affective commitment. The study was conducted with data from 671 employees, 67 line - managers and 32 HR-managers within four hospitals was used. Results of two-level analyses (department, employee) showed that the perception of distinctiveness, consistency and climate strength, as expected are positively related to affective commitment. Instead of a mediating effect of climate strength a moderator effect was found: the relationship between consistency and affective commitment is stronger when climate strength is high. Research limitations and implications show that the researchers offer some recommendations to focus on the process of HRM (in terms of distinctiveness, consistency and consensus), and on the importance of shared perceptions within a department. The study also shows the impact of aspects of the process of HRM on the individual level, and shared perceptions of high commitment HRM on the department level on affective commitment of employees.
62. Nicole and Baptiste (2008) shows that, though essential, the achievement of business-oriented performance outcomes has obscured the importance of employee wellbeing at work, which is a neglected area of inquiry within the field of human resource management. Instead the emphasis typically placed on the business case for HRM suggests a one-sided focus on organisational outcomes at the expense of employees. With this in mind, this paper seeks to examine the effects of HRM practices on employee well being and performance. Data were collected from a public sector (local government) organisation to identify the link between HRM practices, employee wellbeing at work, and performance. A preliminary staff survey of employees provides a brief overview of the link between HRM practices, employee wellbeing at work a performance. Findings show that HRM practices adopted have a significant impact on employee wellbeing at work and tend to be more positive than negative. Overall a consistent result in the study was that management relationship behaviour in the form of support and development of trust, promoted employee wellbeing at work amongst workers. In general, the findings will prove helpful to human resource Xractitioners, management, policy makers and business practice. Research limitations and implications show that HRM practices that help to maximise employee wellbeing at work necessarily the same as those that make up “high performance” HR
practices. Moreover, the promotion of wellbeing at work is not likely to be a result of the HRM practices but can be linked to line management leadership and relationships. Practical implications show that the importance of management relationships, support and employees' trust was found to predict wellbeing at work. The decision by management to embrace the business case for employee wellbeing at work is likely to complement more conventional methods of improving employee attitudes and productivity, which in turn can enhance organisational effectiveness and decision making.

SUMMARY

There are various studies related to the HRM practices reviewed and no similar studies to that of the present study have been undertaken in the field of HRM practices in the public sector undertaking particularly steel plant salem. It is necessary to study the HRM practices in the steel plant salem. In this context the researches has made an attempt to study HRM practices in SSP, by taking up the sample from executive, non-executive in the study area.