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REVIEW OF LITERATURE

2.1 Introduction:

The basic objective of this chapter is to get inside into the previous findings so that it will help to know the gap in earlier studies and to justify the research problem selected by the researcher for the study purpose. The literature is reviewed on human resource management (HRM), human resource development (HRD) and human resource practices (HRP) and on electronic human resource management (E-HRM)/development/practices. The prominent areas covered in the present literature of reviewed are studies related to concept, model, system, functions, organizational culture and climate, training and development, performance appraisal, recruitment and selection, manpower planning, promotion, welfare and fringe, rewards and recognition and other issues on HR and E-HRM practices. Indian and international studies are studied by classifying them into 3 periods, such as (i) Pre 1991 period (ii) 1991-2000 period and (iii) 2001-2013 period. Chronological order is followed in review of literature separately for HRM and E-HRM related studies and the chapter is organized as under:

2.1 Introduction

2.2 Human resource management/development/practices related studies

2.2.1 Pre – 1991 studies on human resource management/development/practices

2.2.2 Studies during 1991 – 2000 period on human resource management/development/practices

2.2.3 Studies during 2001 – 2013 period on human resource management/development/practices

2.3 Electronic – human resource management relates studies

2.3.1 Pre – 1991 studies on electronic – human resource management

2.3.2 Studies during 1991 – 2000 period on electronic – human resource management
2.3.3 Studies during 2001 – 2013 period on electronic – human resource management

2.4 Gap in the earlier studies

Thus chapter is based on the conceptual and non conceptual background, empirical and non empirical literature available at national (India) and international level having direct and indirect bearing on the objectives of the present study. Chronological approach is adopted in review of literature for human resource management/development/practices and E-HRM separately.

2.2 Human resource management/development/practices related studies:

2.2.1 Pre –1991 studies on human resource management/development/practices:

The key element alongwith profit maximization for industry is that the value, attitudes, general orientation and quality of the people determine the industrial development. The shift from manufacturing to service and the increasing pace of technological change are making human resources the ingredient to the nation’s well-being and growth and in a service-oriented industry like banks, hospitals, railways, pharmasetc, the quality, quantity and utilization of human resources become all the more important observed by Sar, Garth and Ray (1972)¹.

Dick and Carey (1978)² designed training model based on ADDIE model, consisting of following steps.

1. Instructional goals,
2. Instructional analysis,
3. Behaviors and learner characteristics,
4. Performance objectives stage,
5. Criterion-referenced test item’
6. Instructional strategy,
7. Instructional materials,
8. Formative evaluation, and
Nadler (1979)\textsuperscript{3} made a distinction between human resource utilization and human resource development. He stated that human resource utilization covers traditional functions of personnel administrations, whereas human resource development includes mainly training, education and development. He further identifies three main roles for the human resource development managers with some sub roles.

Rao (1982)\textsuperscript{4} studied and assessed 45 organizations’ HRD practices and observed that:

1. Performance appraisal system is for regulatory purpose mostly and less for HRD development;
2. Salary increment used as a reward mechanism,
3. Potential appraisal system is not well practiced, and
4. Training is well attended by employees.

Keye (1984)\textsuperscript{5} studied the relationship between performance appraisal and career development and showed that both performance appraisal and career development have potential for developing human resources; potential that can be increased by linked them together to meet the needs of the both individual employees and the organizations.

Pereira (1985)\textsuperscript{6} studied Larsen and Tourbo’s (L & T), human resource development system. L & T introduced an integrated human resource development system before 1985. He traced process and history of human resource development system (HADS) and changes in it. They covered performance appraisal, training and organizational development. He pointed out that HRD department is now separated from the personnel department, critical attributes required for the job have been identified and the organization is heading towards the establishment of potential appraisal system.

Gupta and Gangotra (1986)\textsuperscript{7} studies human resource development (HRD) practices in Jyoti Ltd. And pointed out that first attempt to introduce HRD in 1980 was not encouraging. But effort made in 1982 (2\textsuperscript{nd}) was quite successful.
In 1983, there was a change in the organizational structure of the company. The HRD department used the opportunity to initiate organizational development activities in the company. A series of organizational development (OD) were organized to improve individual inter-personal and team effectiveness.

HRD practices in TVS Iyangar and Sons, Sundram Fasteners Ltd. (SFL) BHEL were studied by Sundaram (1986)\(^8\), Usha Krishna (1986)\(^9\), and Jain (1986)\(^10\) respectively. Similarly D’souza had a critical look of training in Indian industry (1986)\(^11\) and concluded that the return on investment on training is very poor because people are sent for training in many industries as ‘fringe benefits’ and very little is being done to make use of learning, once the people return from a training programme. This was also confirmed by Rao and Abraham (1986)\(^12\) in one of their studies on HRD climate of 42 Indian organizations. Japanese experiment has proved quite successful in developing its human resource and achieving desired growth. They adopted different methods at different levels for different people to get their involvement. The members of the organization feel themselves as a member of team and therefore, cooperate in achieving the organizational goal and the managers try to develop subordinates for increasing their effectiveness, pointed out by Narayan (1987)\(^13\).

John Keller (1987)\(^14\) developed ARCS model for motivational purpose. Attention, relevance, confidence and satisfaction (ARCS) is must be adopted in motivational design. Thus training most introduced this model for the benefit of employee, stated by John Keller.

Abraham studied banks’ HRD climate based on 38 items of HRD climate (1988)\(^15\). A questionnaire was developed and administered. He found out certain gap between belief of the top management and their practice with regard to human resource development, promotions was time-bound practiced and seniority principle was used. Bank employees think job rotation as facilitator for them.

Verughese (1989)\(^16\) studied Crompton Greaves Ltd. (CGL). He observed that task force identified role analysis, performance appraisal and counseling as
there priority areas were suggested by company’s consultant and that was implemented by company. The study indicates a high degree of commitment towards HRD and climate diagnostic survey was conducted and used/adopted periodically.

Sachdeva and Arora (1989)\textsuperscript{17} studied relationship between improving employee relations climate and human resource development in Eicher good Earth. They explored in detail the experiences in developing HRD system in the company. The feedback intervention was carried out, including an attitude survey to assess employer satisfaction covering 19 aspects of their jobs and organizational climate, ranging from job content and compensation to opportunities for development and union management relations. SWOT analysis was also carried out to identify areas requiring improvement and then HRD was implemented. After 15 months later, a significant change was observed.

A comparative study was undertaken by Murthy and Gregory (1989)\textsuperscript{18} on Japanese HRD practices and Sunderam Clayton. He shows that a seniority based promotion system may work in Japan but in Indian context it is not very relevant as it can have demotivational effects on the aspirations of its people and he stresses that we should only emulate the principles of Japanese HRD practices rather than using their practices. These principles are equal treatment of employees, emphasis on group consultation and group performance, respect for dignity of labour and commitment to organizational goals.

Rao (1989)\textsuperscript{19} studied extensively HRD practices adopted by Steel Authority of India Ltd., (SAIL), which is the biggest company with assets worth Rs. 6000 Crores and employees over 2,50,000. The areas identified for HRD initiations were

1. Improvement in work culture,
2. Optimum use of installed capacity,
3. Increase in productivity,
4. Generate profits through control of costs and
5. Customer satisfaction.
Jindal and Jindal (1989) deal with the potentialities of the use of computer in hospital to ensure optimization of resources. They have critically assessed the use of computers in maintenance of hospital records, medical research and analysis. They concluded that computerization is the need of the present, but a compulsion of the future. On the other hand, Goel (1989) discusses the nature, meaning and ingredients of manpower planning to ensure optimum performance and satisfaction among the hospital personnel. He has pointed out that an important operational objective for the future is, therefore, to improve personnel systems, develop manpower planning and expand the opportunity for education and training of personnel in the hospitals to achieve the goals of hospitals, as it is the human capacities which transform the resources into active agent of production.

Singh (1989) examined Indian management culture using Hofstede’s model based upon 176 senior level managers belonging to 56 organizations spread over the country. He shown that the Indian managers are low on all four dimensions like power distance, ascertaining avoidance, individualism and masculinity, accordingly he suggested the human resource development practice.

2.2.2 Studies during 1991 – 2000 period on human resource management / development / practices:

Rao conducted another survey for knowing performance appraisal of human resource development function in Indian organization. This study shows that monitoring the human resource development implementation in public sector organizations scored slightly better than the private sector while the reverse seems to be true on human process reserved. According to Ishwar (1991) state that for HRD, 3 things are important namely (1) way to better adjust the individual to his/her job and the environment, (2) the greatest involvement of the employee in various aspects of his work, (3) the greatest concern for enhancing the capabilities of the individual.
Some organization may achieve a saturation point in terms of their growth over a period of time to maintain such a saturation level of growth and to enable the organization to operate in the changing environment, employees are to be helped to sharpen their existing competencies and to acquire new ones. In this context, study made by IGNOU pointed out that people need competencies to perform the assigned tasks. Higher degree of quality of performance of tasks requires higher degree of skills. Without continuous development of competencies in people, organization is not likely to achieve its goals. In fact, competent and motivated people are essential for the growth, survival and excellence of the organization (1992). Raman (1992) study the HRD experiences of State bank of India, especially training and he state that the training philosophy of SBI as follows.

“Training in SBI is a pro-active, planned and continuous process as an integral part of organizational development. It seeks to impart knowledge, improve skills and reorient attitude for individual growth and organizational effectiveness.”

Rao (1992) studied HRD practices introduced in Voltas Ltd. And observed that Volta believe on people’s strength. Companies conduct/adopted performance appraisal, management development programmes, counseling, communication policy, potential appraisal, training etc. through it, Voltas HRD experience brought out by Rao. He also studied Bharat Earth Movers Ltd. (BEML) and brought out their experiences on HRD practices (1992).

Kapoor (1992) assessed HRD practices of Indian Oil Corporation (IOC). He conducted a survey to measure organizational climate and observed that role analysis exercises were conducted and 40 workshops were organized to enhance HRD competencies.

Economic survey (1994) state that human development is the ultimate goal of our development programmes and is also crucial for development of social sectors, such as education and health, is crucial for sustaining higher rates of overall economic growth in an increasingly integrated world economy.
Significant progress has been made over the years in HRD as reflected by demographic indicators, literacy, educational levels and health services etc. but considerable ground remains to be covered in view of demographic pressure, regional and class disparities in access to social infrastructure and our still low levels of attainment in social sectors compared to even several developing countries in Asia. HRM is a highly organizational specific activity (Tyson 1995).30

Whereas Reddy (1995)31 show that 90 percent lecture method used, on the job instruction method 76, computer conferencing is least used pedagogical methods in training programs. Jain (1996)32 examined on the basis of primary data HRD sub-systems including (i) goal setting, role analysis, career planning, performance appraisal and executive development, in two organization at middle management level, (ii) management policy, potential appraisal and organization development at the top management level, (iii) training at the lower level, (iv) inter-level relationship in the various HRD sub-systems, effectiveness variables and personal history. Bharat Heavy Electricals Ltd. (BHEL) and National Fertilizers Limited (NFL) two companies are studied. The result shows that there exist better career planning in BHEL than NFL. On the job training and class-room training were found to be the most widely used methods for imparting training in two organization. Another expert, Pattanayak (1997)33 evaluate training in the Indian industries and observed that-

1. About 70 percent of the trainees felt that depth of training material and training itself was not enough.
2. Almost 55 percent respondent felt that attitude towards their job after they attend training programme not changed much.
3. Almost 70 percent respondent responded that their supervisor shows the moderate interest when they return from training.

Kondula (1998)34 conducted survey in India’s most valuable 59 companies and their case studies to explore the alignment between strategic responses of organizations and the strategic HRD system. The study finds that the status of
strategic HRD system is moderate. There are constrained in the implementation of performance appraisal, worker involvement and communication.

Lapla and Benstel (1999)\textsuperscript{35} has assessed the role of training and innovation in work place performance productivity. They observed that training leads to an increase in the quality of labour, by equipping employees with greater skills and knowledge. Training needs as per changes in demographics of employees, increasing job complexity technology and competition.

Jitendran and Baum (2000)\textsuperscript{36} studied human resource development and sustainability in Indian tourism and observed that only ‘on the job’ training is practiced by Indian tourism industry.

2.2.3 Studies during 2001 – 2013 period on human resource management / development / practices:

Dhar (2001)\textsuperscript{37} assessed recruitment and promotion policies, merits and competence, performance appraisal and motivation, morale and commitment. He suggested the following.

1) Recruitment and promotion policies to be reviewed time to time.
2) Merits and competence should be given greater emphasis in promotion.
3) Performance appraisal system to be modified and undertaken time to time.
4) Motivation, morale and commitment and sense of belonging and involvement of employees at all to level should be enhanced.

Hansson (2002)\textsuperscript{38} studied two questions, based on 26 company’s data. He examines (1) what determines employee training from an organizational perspective and (2) to what extent training investments contributes to company performance. He concluded that the training have positive impact on organization performance.

Study undertaken by Srinivas (2002)\textsuperscript{39} was based on primary data and 59 companies and 3 case studies to explore the relationship between strategic
responses of organizations and the strategic human resource development system. The study finds moderate relationship between two. Management, Unions, frontline officers / supervisors and individual workers seem to be having certain apprehensions which might have contained the implementation and progress of strategic human resource development practices specially job enrichment programmes, performance appraisal, communication, works involvement and empowerment programmes. He found that the managerial staff are better informed and are better involved in organizational decision making in comparison with other categories of employees.

Rao (2003)\(^{40}\) state in his another study that Indian organizations seem to have played only lip sympathy to human resource development as (i) they do not follow the structure principles, (ii) very few have feedback and counseling system (iii) no separate potential appraisal system and (iv) mostly do not have full time human resource development facilitator.

Singh Anil Kumar (2003)\(^{41}\), in the paper, ‘Philosophy of management and human resource management in Indian organization’ has assessed various HRM practices in Indian organization and examine the relationship between HRD practices and the philosophy of management. The objectives of the study were (1) to investigate the various HRD practices like HR planning, recruitment selection, performance evaluation, training and development, career management and rewards at managerial level in public and private sector organization, (2) to examine the nature of differences in the philosophy and management subscribe by the organization towards employee working, (3) to examine the nature of relationship between HRD practices philosophy and management in public and private sector; (4) to examine the impact of HRD practices and organizational culture on philosophy and management in public and private sector.

The hypothesis of the study was HRD practices are significantly related to philosophy of management. Interactive relationship model was employed
and impact of HRD practices and organizational culture on philosophy and management was assessed.

Tejsingh(2003) studied the leadership style of managers in the Indian and foreign bank, taking Punjab National Bank and Standard Chartered Bank as sample and a comparison is made between two regarding leadership styles. The key objectives of the study were-

1. To trace out quantitative measurements of leadership style in Indian and foreign bank,
2. To identify the leadership style of manager in banking sector,
3. To examine whether the Indian banks and foreign bank differ regarding leadership style.

The study is primary database collected through questionnaire. 318 was sample size selected from lower, middle and top level management. The secondary data was collected from memorandum, articles, brochures, annual reports and books. The study shows that involvement leadership style prevails in Punjab National Bank than Standard Chartered Bank with respect to lower level management, at higher level it was reverse of it. This whole exercise show that there is no significant difference in two types of banks.

HRD general practices in drugs and pharmaceuticals industry was studied by Patel and Iyer (2004). This study is based on primary data collected from 125 respondents of eight pharma companies in Gujarat State of India. Lirket five scale model was employed by researcher as (1) not at all true, (2) rarely true, (3) sometimes true, (4) mostly true and (5) almost true. Study shows that organizations are giving adequate important for development of human resources in the organization. Companies are helping to employee to acquired required skills and competencies. HRD practices are practiced in pharma companies, it is true, pointed out by this study.

Many organizations are experimenting with more flexible packages which include elements of variable pay, linked to job performance, competence, skills
development and desired team and leadership behaviors. If an organization requires high level of flexibility, reward systems may also need to be flexible (2004)\textsuperscript{44}. Besides recruitment, efforts to retain qualified employees should also be considered as a part of an overall career management strategy – driven by the business strategy, pointed by Holbeche.

The strategic importance of job analysis and competency assignment is grounded in their usefulness as systematic procedures that provide a rational foundation on which to build a coherent approach to managing human resources. This role of modeling competencies becomes especially obvious during strategic change periods when jobs in an organization are likely to be suddenly transformed. In conjunction with an organization’s recruitment and selection efforts, a total compensation system provides pay that is sufficient to attract and retain key employees and keep them motivated to perform with the best of their competencies. Unless the total compensation program is perceived as internally fair and externally competitive, good employees are likely to leave (2005)\textsuperscript{45}. Attracting and retaining industrial with the skills related to the core competencies of the organization are key HR activities directly relevant to organizational capability (2005)\textsuperscript{46}.

To manage innovative workforce effectively, traditional HRM practices, such as work systems, HR flows, rewards and employee influence, have to be rewarded to be in line with the innovative strategy of organization. ‘HRM innovation’ seeks a model that pays attention to the dynamic character of various types of innovations – not just cost reduction or quality – in organizations, that is in line with an innovation oriented organizational strategy supported by deliberately chosen (HRM) policies and practices at all relevant levels (2005)\textsuperscript{47}. The strategic dimension of human resource management started to receive specific attention from researchers at the end of the 1970s with the influence of two basic changes in the literature: first, the shift from the old personnel administration approach to the more modern concept of human resources and second, the reorientation of generic strategic models to internal
aspects of the organization (2003). Ghalam and Shrinivas (2005) examines genderwise perception and attitude on HRD climate in Indian banking sector with special reference to state bank of India (SBI). The survey conducted with great care in order to get an equal representation of respondent with different characteristics viz. cadre, gender, service, age. Objective of the study were-

1) To analysis the perception of male and female employees with regards to HRD climate,

2) To identify the attitudinal differences between male and female employees on HRD activities in the selected organization; and

3) To suggest measures for the implementation of HRD procedure faithfully without any gender discrimination in the selected organization.

For this study, to collect the information, sample of 200 employees from various levels was selected from the identified twenty branches of SBI in Andhra Pradesh by using random sampling method.

Primary data was collected through questionnaire and interviews and secondary data through documents, internal circulars and reports.

Analysis was done on five point scale, the rating scale is highly satisfied-5, satisfied-4, neither satisfied nor dissatisfied-3, dissatisfied-2, and highly dissatisfied-1,. Analysis revealed that women employees are more satisfying with the exiting HRD climate than that of male employees in the bank.

Narasimha Rao (2005) wants to study on knowledge and perception of the employees about the different training program and the effectiveness of the training in their opinion. For this study Rao chosen Visakhapatnam steel plant.

Objective of study were:

a) To enquire into profile of organization and to understand their training activities.
b) To study and understand the knowledge, perception an awareness of employees on various aspects and training.

For this study group of non executive have been selected as it covers 73% of total of employees of the plant. Also out of non executive employees nearly about 89% of employees are skilled worker are there. Hence for data collection sample of 349 skilled workers are chosen randomly. Primary data was collected through questionnaire, personal observation and interview with supervisory staff at the higher cadre. All the respondents reported that they need further training and training is required for improving their job performance. Rao tried to find different reason for which respondent attend training program. Main reason was found that to update their job related knowledge. Almost all the respondents have expressed their satisfaction with the schedule and location of training program as well as the teaching methodology followed.

Conclusion of this study is that in Vishakhapatnam steel plant, training needs of employees are taken care by two departments one is T & D center and another is the HRD center. There are in – company training program and out station training program. Rao suggested that the employee with experience more than 15 years can be considered for supervisory training and computer training.

Kumar (2005)\textsuperscript{51} identifies the relationship between human resource development practices and the philosophy management of the Indian business organization based on x and y theory 95 and 119 respondents from two private and public organizations were selected. The study found that there was no significant relationship between the variable of human resource development practices and the philosophy of management in the public sector organization whereas in the private sector it is highly for training and reward.

Gupta and Singh (2005)\textsuperscript{52} in their study on human resource development in financial sector pointed out that due to changing scenario of the banking system in the country, there is an urgent need for redefining and remodeling the strategies associated with human resource development. This is based on two
sample banks namely Punjab National Bank (PNB) and Standard Chartered Bank (SCB). Human resource development practices profile of SCB is better than PNB. In another study Priyadarshani and Venkatapathy (2005)\textsuperscript{53} highlighted that

(i) The human resource development practiced in the banks has a strong influence on their performance,

(ii) Private Banks has placed low emphasis on human resource development.

(iii) There is positive relationship between human resource development practice and performance.

(iv) The quality of work life is strong in nationalize banks compared to private banks.

The study made by Pareek and Rao (2007)\textsuperscript{54} on Larsen and Toubro in respect of performance appraisal system shows that manpower planning, selection, promotion, training, feedback etc. are positive association with efficiency and effectiveness.

Bains (2007)\textsuperscript{55} studied a comparative human resource development system of public and private sector organizations and trace that there is need to create a desirable organizational culture. He concluded that integrated human resource system developed by the private sector in a better way as compared to the public sector companies.

Vazirani (2007)\textsuperscript{56} studied benchmarking of human resource practices in selected pharmaceuticals companies and finds that all the companies surveyed had a performance management system, which in turn helps to identify training needs of employees, promotions enhancing decision making ability, career planning discipline.

Virmani (2007)\textsuperscript{57}, covers a wider field, management practices in different organization all over India. Main purpose of this study is to find out what are
the current trends, how can they be objectively quantified for a systematic study what conditions prevail in the organization and what element constitute the practices. Objective of the study are

- To find out current trends of Indian Management practices
- Different study to quantified three practices objectively.

For this study 56 organizations situated in various parts of the country are covered and 102 employees are interviewed. Primary data was collected through questionnaire. The aim of questionnaire is to find out whether policies and plans exists in different areas, what kind of practices really takes place and reasons for it and what are the factors affecting motivation and climate in the organization. Study covered 4 types of organization, the public sector, the government department, the multinationals and the traditional family owned company. Analysis shows that almost all managers in all type of organization said that long term goals do exist in the organization.

About working of these plans, about 5% of these in public sector and government feel that the plans have worked in multinationals. It is nearly 60% and in traditional family owned company it is 50%. Where plan doesn’t work, major reason found that these plans are made only for records. In multinationals, major reason is interference of caste, community and other consideration. About 77% of public sector, MNC and traditional family owned company say that they have formal policies or plans relating marketing strategies however people from government department said they have specific plans. Every type of organization claims that there is formal employee appraisal system. Promotion is major incentive in all type of organization.

Virmani studied different HR practices in all these types of organization and came to conclusion that background and life style make the differences in management. Indian management is an out crop of the Indian family.

Akhtur, Ding and Ge had studied strategic HRM practices and their impact on company performance in Chinese enterprises, on the basis of 7 dimensions that
measure strategic HRM practices. This model was applied by Bal, Bozkart and Ertemsir in their study to found out the relationship between strategic HRM practices and innovation(2008)\(^58\).

In another study Srimannarayana (2008)\(^59\) show that more favorable human resource development climate was prevailing in the manufacturing sector than the service and information technology sector.

Khan (2008)\(^60\) finds that most of the employees feel need to re-restructure the organizations, train and develop them according to its pre-determined objectives. They feel that their potentialities are not fully utilized for enhancing performance/productivity of organizations. Conflict between employees and the management leads to unsatisfactory service.

Human resource management practices in insurance companies was studied by Kundu and Malhan (2009)\(^61\). It is comparative study of Indian and multinational companies. Performance appraisal, workforce diversity and contemporary human practices, training and benefits, human research planning and recruitment, selection and socialization of employees, and competitive compensation etc. was assessed by researcher based on 218 sample respondents from four Indian and multinational insurance companies and it was found that multinational companies were comparatively weaker on performance appraisal, training and benefits, HR planning and recruitment etc. than Indian companies.

Dixit (2009)\(^62\) assessed human resource development practices in urban co-operative banks in Pune district based on manpower planning, performance potential appraisal, training, career planning, organizational development, rewards, employee welfare, quality of working life and human resource information for 9 co-operative banks at top, middle and lower level. This is comprehensive and empirical study. Study used comparative approach and suggested transformational model.

Gowali (2010)\(^63\) reviewed 50 studies on human resource development / management incorporate sector of Indian covering manufacturing and service
sector. Her study was based on primary data. Data was collected by preparing questionnaire I & II for 8 and 11 parameters. Mean, standard Deviation, coefficient of correlation. ‘Z’ test were used as statistical tools and technique. 100 organization and 333 respondents was the sample size. She found that there is not much difference between the human resource development practices in manufacturing sector and service sector and there is a impact of employee motivation towards training programme on transfer of learning on the job.

Improving the competence of workforce through training and development activities is seen as a way of creating a competitive advantage. From the strategic perspective, training is employed not only to improve an employee’s current skills, but also to prepare each employee for future responsibilities. In the process of learning within an organization, human capital becomes increasingly firm – specific and cannot readily be reproduced by its competitor (Chen and Hung, 2010). Initially, human resource planning is critical to an organization’s strategic plan through systematically matching the interests, skills and talents of the workforce with long-term goals and opportunities in the organization, pointed out by Nixon (2011).

Bhamare (2011), studies human resources practices of women’s urban co-operative banks in Maharashtra. Practices in manpower planning, recruitment, training performance appraisal, promotion, career planning and welfare were studied on the basis of primary data collected by way of questionnaire, by using frequency and percentage and average as a statistical tools and techniques. Strategic approaches to recruitment are rare but recruitment is a strategic opportunity indeed. Ideally recruitment should not simply be a question of filling gaps, instead should be productivity focused on bringing the specific kind of skills and experiences in the organization especially those which cannot be built from within.


The strategic HRM field has emphasized human and social capital as key resources for firms, yet focused primary on organizational level conjectures such as the configuration of high-performance work practices and their ‘fit’
with the organizational strategy (Makela, Sumelius, Hiogland and Ahlvik, 2012).

Confederation of Indian Industry (2012) and Index advisory private Ltd. Studied the state of human resources/industrial relations in small and medium enterprises segment. They assessed basic human resources, recruitment, training, manpower planning, performance management, compensation, career planning and industrial relation. They found only 61 percent companies have presence of human resource department.

Jains (2012) paper based on a doctoral dissertation, assess the impact of the reform program on PSB from 1991 to 2008 on HRM practices. Data was collected through questionnaire and interview. Secondary data was collected from database available with RBI in the form of annual report, publication from IMF and bank of international settlements and working papers by various banks published from time to time.

Main objective of the study was to assess the impact of the reform program on HRM practices of public sector banks from 1991 to 2008. Study reveals that HR practices recognized the peculiarity of existing skill deficiency in individual banks. This is why T & D, appraisal system and reward mechanism were not standardized banks need and requirements.

The research made an attempt to find out contribution of HR practices efforts on employee’s productivity. Majority of respondents agreed that primary reasons for improved productivity post liberalization were use of IT infrastructure, competition in market place and outsourcing back office functions. Evaluation and importance of strategic HRM and role of strategic HRM on innovativeness in organization, are assessed by Bal, Bozkurt and Ertemsir (2013). They determine to find out the relationship between strategic HRM practices and innovation in organizations. 48 organizations is the coverage of the study. They found a positive and strong relationship between innovation and HRM practices such as training development, participation to decision making, job analysis, job identification, performance evaluation and
career management. Also it was observed by them that organizations that participated to the research have been using there strategic HRM practices in an medium level. This is based on primary data, collected through e-mail using convenience sampling. 48 companies were selected from various sectors such as health, media, textile, retain and banking.

To effectively enhance employee motivation and productivity, the performance measurement and feedback proves must be aligned with the organization’s business strategy and organaizational culture. By aligning personal interests with company objectives, performance-based pay system motivates workers to realize the strategic objectives of the HR function, observed by Kim and Sung-Choon, (2013)\textsuperscript{72}. Further about role of HRM through innovation, they observed that although HR executives’ involvement in strategic management was not always associated with firm performance, their involvement had a substantial effect when the firm pursued an innovation strategy for which skilled employees were a critical source of core competence.

Suryawanshi (2012)\textsuperscript{73} studied conceptual framework of human resource management and hospitals, identify the HRM practices in the hospitals, function wise, activity wise human resources practices and whether study object having human resource development system in place and fulfilling adequately human resource management objectives. Pimpri-Chinchwad area was selected for study purpose. 30 hospitals were selected randomly from private, government and semi-government.

Venkat (2013)\textsuperscript{74} in his study try to find out impact of globalization on HR practices. In today’s environment due to globalization, HR practices have to be applied with different strategy in order to survive in the globalized world.

The main aim of the study is to study challenges in front of the managers to adopt different skills and practices for survival and growth of organization in the global village. This study tells that global HRM is not a simple bundle of conventional functions like recruitment, promotion, responsibility, ensuring satisfactory wages and compensation but not calls for astute, psychological
gambits and maneuvers, HR strategies should be linked with business goal of organization.

This study tells that globalization brings significant changes not only in operating boundaries but also in corporate HR functions and strategies. Organization should develop competency model to identify critical success factors that distinguish high or low performance and integrate HR system. HRM function can no longer be treated as mere support function. In most of the leading organization worldwide, the HRM function is now being treated as strategic partner of the organization through strategic HGRM intervention. This study also suggests that current HRM practices and its implementation in the globalized corporation need to be restructured in the context of challenges faced by the organization.

Khanvilkar (2013) has assessed JJ hospital and ESIS hospital human resources practices and found out the level in it and compared human resources practices between two government hospital. The study concluded that (1) high level in manpower planning, recruitment and training in ESIS and JJ hospital were practiced as well as in career planning, performance appraisal and promotion. But average level practices were followed in employee welfare. Overall moderate level human resource practices are followed in ESIS and JJ hospital. To overcome he suggested a separate commission be appointed to look into the HR practices in Government Hospitals.

2.3 Electronic – human resource management relates studies:

This section reviewed literature on E-HRM such as e-manpower planning, e-recruitment and selection, e-training, e-performance appraisal, e-career planning, e-promotion, e-welfare and fringe and e-rewards and recognition etc. This is undertaken in three periods, pre 1991 period, 1991-2000 period and 2000-2013 period.
2.3.1 Pre – 1991 studies on electronic – human resource management:

Irving (1986) observed that earlier computerized performance monitoring systems was operated in offices /organization which were actually software packages able to count the number of work units completed by employees in a specific time period, record idle time of each terminal, calculate error rates, capture time spend on different task or even count the number of times an employee strikes the keys etc. These system was collecting all the information about all the activities done by the employee inside the company and provide the feed back to both superiors and subordinates. Furthermore, since E-HRM is a multi level phenomenon research would profit from studies that address several levels including the corresponding inter level relationships (Markus and Robey (1988)). Davis (1989) show that some employee factor come from technology acceptance model. If users of an information system do not perceive it to be easy to use or useful, then they are not likely to use the system. The relationship between size of organization and E-HRM was studied by Kavanagh et.al., (1990), which shows small size company faced lower risk as compare to large scale company.

2.3.2 Studies during 1991 – 2000 period on electronic – human resource management:

Griffith (1993) by emphasizing on the importance of the right usage of computer monitoring which does no abuse workers by creating a difficult working environment like a sweet shop, proposed some guideline for effective use of these systems (i) use it to provide feedback not just gathering social information, (ii) determine the type of data based on what employee believe will help them and be willing to adopt the system as they get ideas about how to use the data, (iii) integration of the collected data increase the value of the system to employees, and (iv) drive the system on a way to identify areas for efficient production, training needs etc because if workers find out its against them the digital fight would begin. Since level issues create particular problem when the level of the topics, theory, data collections and / or analysis are incongruent (Klein et.al., (1994)), future work would profit from explicitly
addressing level issues. The micro and macro level research serves as a minimal model that can be expanded by some conceptual suggestions and such conceptual work is necessary (Klein et.al., 1994). Since E-HRM constitute a rather new and unknown field, case studies yield valuable and deepened in sight that again might lack external validity. A single study also combines an initial case study with a final survey pointed out by Kinnie and Authurs (1996).

Findings concerning the E-HRM strategy at first hint at a lack of strategy considerations in general IT applications in e-recruiting and e-learning (Liff, (1997)). He pointed out further advanced level strategic or decisions – support oriented applications are lacking. Over all finding concerning human resource information systems also shows that privacy and fairness perceptions of employees depend on their ability to authorize the content and targets of the information disclosed (Eddy, Stone and Stone Romero, (1999)). The idea of initiating internal employee communities by using portal technology to provide means for interactions – such as chats, forums and news groups, as well as additional content such as health or sports – aims at improvement of communications, knowledge transfer commitment etc observed by Fandray,(2000).

2.3.3 Studies during 2001 – 2013 period onelectronic – human resource management:

Rao and Das (2000) assessed 45 companies HRM practices. 5 key HRD practices are studied. They are studied 5 key HRD practices as under.

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>HR Practices / Dimensions studied</th>
<th>No. of companies studied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Conceptual aspects of HRM</td>
<td>06</td>
</tr>
<tr>
<td>2.</td>
<td>Manpower policy and planning</td>
<td>11</td>
</tr>
<tr>
<td>3.</td>
<td>Training and development</td>
<td>08</td>
</tr>
<tr>
<td>4.</td>
<td>Compensation management</td>
<td>08</td>
</tr>
<tr>
<td>5.</td>
<td>Industrial relation</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5 practices</strong></td>
<td><strong>Companies = 45</strong></td>
</tr>
</tbody>
</table>
Above Table show that 5 practices/dimensions were studied by researcher. The HRM conceptual aspects were studied based on 6 companies such as Jyoti Laboratories Ltd., Mr. Sridhar, Madras Manufacturing Company, Indian Automobiles Ltd., Mr. Rajat Saxena, and ITDC Privatization. Manpower policy and planning were studied for Rayagada Electricity company, flexible manpower planning (lecture by Tandon), Eagle India Ltd., Honda Bicycle Ltd., The Pill of IDPL Ltd., Global Electronics Ltd., and Hindustan Levears Ltd. In all 7 companies were studied for manpower policy and planning practices purposes.

Recruitment and selection purpose 11 companies were studied. They were Indian Bureau of employee recruitment services, Konark Cement Ltd., Mr. Jacob (an Individualist), Hind Synthetics Ltd., Atlas Moped Co.Ltd., Mr. Kishore (an employee), universal manufacturing co., Maharashtra soft drinks Ltd., Usha Telecom Ltd., Mr. Rajeev Shukla and Recruitment and Promotion Policy case study. Training and development practices of Jyotsna Food Products Ltd., Bihar automobiles Ltd., Indian Petrochemicals Ltd., CIPRO India Ltd., Mr. Brijendra Singn – A case study for career planning, Bajalpur Printing Press, Hind Motors finance Ltd., Spareparts manufacturing Co. Ltd., and Vishal fast foods private Ltd. Were studied and assessed as case study.

Eight case studies are undertaken for understanding performance appraisal. They were public bank Ltd., Mr. Raja Ram, Mr. Alok Mishra, National Fertilizers Ltd., Mr. M. Sundersh, Pratap Electronic Ltd., Asian Coffee house and Indian Institute of information Science whereas another eight cases were study for compensation management practices such as Digital info. System ltd., Asansole Bicycles company Ltd., R.Kumar Ltd., RPD enterprises, Modern detergent Factory, Prominent Cement Ltd., Pendra Road Texile Mills Ltd., and Panther automobiles Ltd., finally researcher studied industrial relations based on twelve case studies. They were Textile Manufacturing Corporation, Mr. R.K. Singh, the Mahavir Bank ld., Bhopal Steel Tubes Ltd., Mahindra and Mahindra Ltd., Vijay electrical Ltd., Ashoka Transport Corporation Ltd. Mr.
Yogesh Sharma, Rajubhai Chemicals Ltd. Rourkela Steel Tubes ltd., Mr. K. Ramanunam, and welfare amenities in SAIL.

Thus case study is very comprehensive and covered all types of HRD practices, hence human resource is the greatest asset of the enterprises (Ghosh, 2002), and E-HRM has the potential to change all traditional human resource management functions (Noe, 2003).

Moreover, Globetronics Multimedia Technology Sdn. Bhd. (2003) had proclaimed that “install System Manager, HR Manager, Time Manager, Payroll Manager, and Report Manager will lead to success E-HRM.” Large organizations use e-HR because it is qualified to collect, store, process and manipulate the large amount of data inputs, reduce cost of maintaining human resource data and provide accurate information about human resources anytime and anywhere. Furthermore, Prasad (2003) had defined “HRIS is a computerized method of providing information about human resources, their functioning, external factors relevant to managing human resources.” Moreover, Kettley and Reiley (2003) said that “a computerized human resource information system is contented of a fully merged organization wide network of HR-related data, information, services, databases, tools and transactions.” Technology enabled E-HR to introduce corporate intranets and web-enabled HRIS.

Evidence for improvements to HR services delivery through increased accuracy of data entry or by simplifying processes has been provided by Gardner, Lepad and Bartol (2003).

The Swift development of e-HRM has resulted from the combination of the need to work more efficiently and the possibilities of current information and communication technology, observed by Stanton and coovart (2004).

Moreover, Foster. Hawing and Stein (2004) had depicted that “the usage of the internet to the Human Resource function E-HR had consolidated two elements of using of electronic media and operating participation of employees
and employees in the process to help organization decrease its administration costs, improve employee communication and satisfaction and provide real time access to information.” One of the benefits of E-HRM systems is that, when designing systems, attempts to modify and describe management processes are likely to have been made (Tyson and Selbie (2004)\(^94\).

E-HRM is often, characterized as being a technological solution its effective implementation can be a powerful enables for broader business change (2005)\(^95\). Further, Stone. D.L. (2005)\(^96\) is suggested that ‘technological innovation is played a leading part in E-HRM such as self-service systems, interchangeable devices, cognitive software, non-technology and the convergence of the internet, digital TV and the wireless technology communication into a vibrant net work like YouTube, Face book, LinkedIn and so on.”

Stefan(2007)\(^97\) reviewed more than 57 e-HRM studies in a systematic and scientific manner .The review studies are classified into (1) Theoretical perspectives, (2) Methodological approaches (3) Levels of analysis and (4) Topics and findings. Further studies on topics and findings reviewed by researcher into (1)Context, (2)Actors, (3)Strategy, (4)Activities, (5)Technology, (5)Consequences. Thus 2.1 gives classification wise reviewed studies in the chorological order.

### Table 2.1

**E- HRM reviewed studies by Stefan (2003)**

<table>
<thead>
<tr>
<th>E-HRM review Aspects</th>
<th>Author / Research scheme and years</th>
</tr>
</thead>
</table>
Micro-level theories of psychological and behavior provenance are adopted and hence current empirical research in e-HRM is mainly non-theoritical Stefan, (2007).

2. Methodological approaches

<table>
<thead>
<tr>
<th>Authors and Years</th>
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3. Levels of analysis

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<tr>
<th>Authors and Years</th>
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4. Topic and finding

<table>
<thead>
<tr>
<th>Topic</th>
<th>Authors and Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>(B) Actors</td>
<td>Memanus and Ferguson (2003), Buckley et.al. (2004),</td>
</tr>
</tbody>
</table>

It is interesting to note that Indian studies on e-HRM are not addressed by researcher.
Moreover, Ulrich, D., Younger, J and Brockbank, W. (2008) had argued that the beginning of the 21st century, the goal of HR is creating value for stockholders such as employees have right set of competencies: confidence in the organization’s ability to deliver on its social responsibilities additionally; its functions are measuring its impact on productivity, data mining and making decisions about talent. During this period, HR is moving to talent management and recruiting, maintaining talented people personal data and information on a personal network through wireless. “According to Florkowski, G. Olivas-, 'Lujan, M.R. (2006) “most companies used one of the following E-HRM technologies: HR functional applications, integrated HR suite applications, interactive voice responses (IVR). HR intranet applications, employee self-service, (ESS) and Manager Self-Service (MSS) portals, HR extranet applications or HR portals”.

BondaroakRuel and Vander Hijden (2009) found that E-HRM use was positively related to perceptions of general HRM effectiveness in line managers and employees. Panye et.al. (2009) found that reactions to an online performance management system were more than those to a paper version of the same system. Marler (2009) argued that HR department with an administrative orientation were more likely to have efficiency goals for E-HRM whereas those that already function as a strategic partner to senior management were more likely to have strategic goals. Perry and Tyson (2011) studied a case study on E-HRM qualitative aspects based on interviews with Senior HR practitioners and HR users of E-HRM, as well as managers and employees. 70 interviews and 5 focus groups were undertaken by researcher. He traced out goals and achievement of E-HRM goals as well as factors affecting the realization of E-HRM goals.

Khatoon (2012), based on Technology acceptance model (TAM) has studied the operational, rational and transformational outcomes of e-HRM that will have an effect on the attitude towards e-HRM adoption. 150 was sample size. The target population for the study was the HR professionals of private
hospitals and they included the HR executives, HR coordinators, managers and HR heads. On the basis of structured questionnaire data was collected, 6 variables were used to measure the constructs i.e. operational outcome rational outcome, transformational outcome, perceived ease of use perceived usefulness and external variables. It was concluded by researcher that the cost reduction, reducing the administrative burden, reducing paperwork over the key factors that influence the adoption of e-HRM in Indian healthcare sector. E-HRM empowers the HR professionals to make their own decisions effectively and improves the quality of service.

The study of Sitlani and Bhatia (2012)\textsuperscript{104} aims at analyzing the impact of working capital decisions on the profitability of the Ranbaxy Laboratory Ltd., a pharmaceutical firm. The impact of working capital management practices of pharmaceutical firms, i.e. Ranbaxy Laboratory Ltd. on its profitability. Ratio approach is adopted to know the impact. The period of study was 8 years from 2002 to 2009. Study is based on secondary data, which was collected from annual reports. The study concludes that inventory turnover ratio was the most important predictor for the respondent company, Ranbaxy Ltd.,

Bodhankar (2012)\textsuperscript{105} assessed bullwhip effect on marketing channels of pharmaceuticals. It is empirical study based on primary data, collected through questionnaire from Nagpur. The sample and sample size was 317 retailers and 32 wholesalers who involve in the distribution of the pharmaceuticals items. The samples were collected on random basis. The period of study was 2001-2011 (i.e. 10 years), Z and F test were used for testing formulated hypothesis. In all 9 hypotheses were set by researcher and tested. Least square regression coefficient method was also used for the testing the research hypotheses and analyzing the casual relationship between the dependent and independent variables. Indian Pharmaceutical industry, its market environments, policies of 2006-2011, and the bullwhip effect was studied and examined by the researcher. He found out that the average variation of the demand for the Indian Pharmaceutical industry varies between – 24 percent to +35 percent, averaging to be equal to 5.5 percent every year (average of last five years) and he suggested management should immediately control the growth suppressors.
Pant, Chattergee and Jaroliya offer a conceptual framework of e-HRM system implementation (2012)\textsuperscript{106} in the respect of (a) the relationship between e-HRM systems implementations in organization and their benefits and (b) identify the factors that moderate this relationship. They proposed that the higher the level of e-HRM system implementation in organization, the better will be the performance of its HRM and higher will be the strategic gains.

On the other side, “E-HRM can be implemented by organizational democracy where the organization is applying the democracy to design the method of process, support achieving its goals and impact community in positive” as accorded Sachidanand R. Kulkarni (2012)\textsuperscript{107}. Also he concluded that “in organizational democracy, most of employers and employees participate in decision making, equally authorization in respect, opinion expressing, leader in accomplishing objectives, and team up yields better results.

E-performance appraisal was studied by “Danialari (2013)\textsuperscript{108} focusing on advantages, disadvantage, feedback and implementation tips. He concluded that e-HRM be used for providing feedback and not just gathering social information and determine the type of data based on what employees believe.

E-HRM resource management is studied by Hani and Eman (2013)\textsuperscript{109} in respect of (1) advantages and disadvantages, (2) aligning the e-HRM system with the business requirements, (3) factors for e-HRM successful, (4) frame organization with e-HRM, (5) e-training, etc. size, industry and culture are the 3 factors effect on e-HRM practices use.

2.4 Gap in the earlier studies :

Above review of literature shows that there are many studies on HRM and E-HRM practices in India and as well as in abroad. But most of the studies are non-pharmaceutical companies and specially studies are on corporate sector. There is not single study on pharmaceutical companies as far as Navi-mumbai is concerned. If it is even though it is not for HR and E-HRM practices together. Hence researcher has taken up this study for research purpose to fill up some gap in this area to some extent.
References:


51. Kumar Anil, ‘Human resource development practices and philosophy of management in India organisations’, Vikalpa, vol3; No.2; April-June, 2005, pp.7179.


