REVIEW OF LITERATURE

Somender Sharma (2015) In general the training programmes and workshops are organized in order to enhance the knowledge and skills of employees for enhancing their dexterities related to their work but at the same time it becomes inevitable to create awareness amongst the employees about the measures of conservation of natural resources available with the organisation so that sustainable development of an organisation can be ensured forever. The organisations needs to conduct such programmes perpetually after a specified time period so that people would be able to remember and maintain the objectives of programmes and implement the knowledge in practical for organisational as well as individual benefits. This types of training and awareness programmes should become the part of Organisational Culture. The practices of perpetual training and awareness programmes are included in periodical prevailing activities within the organisation and contribute significantly in building the Organisational Culture in the shape of regular custom. These training and awareness programmes keeps the employees awakened towards conservation and benefits of the natural resources. Thus the perpetual training and awareness programmes ensure the sustainable development of the organizati

Deepa Moudgal (2014) Habits of smoking at public places and public transports: The people in India are in the habit of smoking Bidi, Cigarettes, Chilam, Hukka etc. which creates pollution in environment and causing respiratory diseases to the people’s health specifically harm to the infants and children.

Using the open space for urination and lavatory: The people living in the densely populated areas of Indian Urban Areas as well as entire Rural Areas of the county, it has been often observed that the people in the cities are using the space as open lavatories on the near railway lines and other empty places and urinating on the walls instead of using the proper places made for this purpose. In the Rural India people do not have toilets in their homes rather they are cultured to discharge in the open fields. The human discharges lying in the open space pollute the environment in the surroundings of the residences.
Throwing the litter/waste material in the open space instead of putting in the proper Dust Bins: The people in India often throw the waste material of their daily life in the open area anywhere without thinking over the adverse impacts. In spite of having placed the Dust Bins, the people do not use them and throw the wastage in the open place which contaminate the surroundings and pollute the environment.

Avoidance of Cleaning Manpower: The manpower detailed for cleaning and maintenance of hygiene work do not do their work regularly and properly despite they are being paid for that adequately and regularly, consequently the maximum areas particularly in Government Officer remains un-cleaned, unhygienic and polluting the environment.

Attitude of not taking initiative and responsibility: The maximum people in India have been observed that they do not take initiative as well as run away from taking any responsibility for doing the work for prevention of Environmental Pollution.

Amar Ujala Bureau (2014) Bhiwani (Haryana) agitation of workers of continued against the Executive Engineer of M & P Department on Wednesday dated 10-12-2014. The workers staged a Dharna and soughted slogans against the Ex. Engg. alleged that the Ex. Engg. is harassing them unnecessarily and other side the Ex. Engg. explained that the process of raising Charge Sheets against those workers will continue who do not do their work and that would not be stopped in any case. The workers have united under the banner of Haryana State Electricity Board Workers Union and have been continuing their Dharna against the Ex. Engg. for last three days in front of the office the Ex. Engg. The workers have allegd that the behavior of Ex. Engg. is not proper. The Ex. Engg. has been mentally harassing the workers since long time and also targeting those subordinate employees who were on Dharna, raising their charge sheets with malicious and prejudices intention as well as threatening the workers. On Tuesday a group of representatives of workers union has also met and did a conference with the Ex. Engg. in order to find amicable solution of the dispute but the conference ended without reaching to any result. The Ex. Engg. did not come for meeting with the workers on Wednesday dated 10-12-2014 and the angry workers shouted slogans against the Ex. Engg. in front of his office and expressed their anger. The workers warned that they would continue their agitation unless their demands are fulfilled.
**Intervention of external people:** The Executive Engineer has alleged that some external people are interfering and instigating the workers otherwise from his side neither there was any dispute with the workers in the past nor existing at present and cleared that they wanted to work properly and if anybody do not do the work the charge sheet would be raised against him. There are dozen workers working with him and they do not have any objection, it is outsiders who interfere into their work and spoiling the organisational climate.

**Brigette Hyacinth (2014)** for an effective leadership only a healthy diet consisting of communication, confidence, intelligence, integrity etc. is of course great, but it may not be enough in order to prove the leadership as an effective leadership. Certain nutrients are required necessarily for good health and deficiencies of nutrients shall cause serious health problems. Keeping in view the above, the leaders should add to their diet along with nutrients the supplement of Stillness, Silence and Solitude. As one goes to higher altitudes, his/ her capacity to absorb crucial information goes down because of enhancement in pressure, noise and demands. In comparison with sea level the environment is absolutely different at high altitude. The view is marvelous from a high summit, but traveling at this height requires increased caution.

The 3 following capsules aids in the prevention of degenerative diseases that can curtail your leadership life span, as well as creates an environment conducive to peak performance.

1) Stillness – cures unbridled enthusiasm: **There is only stillness without any meeting, noise of phone bell.** Stillness enables one to absorb the information as well as to concentrate. The competition may be steep and the market ever evolving, but effective leaders know they have to get it together and focus. "**A wise woodcutter indeed is he who rather than constantly chopping wood will occasionally stop to sharpen his axe.**" Leaders that can appreciate the value of stillness can move forward and sustain momentum after pausing.

2) Silence – cures foot in the mouth disease: Silence may be a good way. Now a days it has been observed that several leaders talk too much but listen very less. It defines your personality that how much you watch your employees and what type of wording do you use while talking to them. In the age of technology and social media it is very difficult to maintain secrecy. Your words will be cast in stone. Furthermore, many people are very sensitive today, that making a jock also can give birth to trouble.
3) Solitude – cures chronic burnout: Spending your own time is crucial to leadership. Leadership is to get things done and it also requires action to pause and reflect at the time of execution of leadership.

**Akshay Deshmane (2014)** New Delhi: The Economic Times dated 05-12-2014 reported that several states have started to implement the policy similar to “Make in India” of Prime Minister, Shri Narender Modi as proclaimed on 15-08-2014 from Lal Quila in his speech on the occasion of Independence Day in order to invite foreign investors to come and start their manufacturing in India of various goods. On the same formula many states have already started working at their own level. Initially Rajasthan and Madhya Pradesh have started this and now Maharashtra is initiating to amend both laws i.e. Land Acquisition Laws and Labour Laws as part of a drive to woo investments under its `Make in Maharashtra' campaign, which is a state-level adaptation of the PM's `Make in India' campaign. About fifteen days before Maharashtra Chief Minister Mr. Devender Fadanvis has held a separate meeting with state officials, prominent industrialists including Mr. Mukesh Ambani and Ajay Piramal for discussing about the opportunities, ways and means of enhancing the numbers of manufacturing industries in the State.

**Sudhir Choudhary (2014)** Zee News channel in the programme “Daily News Analysis at 09:00 p.m to 09:30 p.m.” a report prepared by the All India Association of Bank Employees has been presented to the public through the news channel and reported that Rs.2,36000/- crore taken as a loan from the various Indian Banks have not been returned by the several big businessmen organisations of the India which is against the Business Ethics of any industry.

**K. C. Verma (2014)** a retired professor has mentioned in his report published in a Daily Hindi News Paper Amar Ujala-My City Bhiwani “No teaching in Government Schools, Looting in Private School” Today everyone wants to send his children to the Private Schools for study, the reason behind it that there is control over the teachers in the schools. The teachers of Private Schools remain under the control of the Principal, regular classes are taken and opposite to it in Government Schools the teachers do not take the classes.
Amar Ujala Bureau (2014) A news published in a Daily Hindi News Paper named Amar Ujala-My City, Charkhi Dadri “The sellers of adulterated milk are offering pure diseases” Mr. Om Singh, Inspector, Food and Supply Department has accepted that adulteration in the milk is being done and in very few days 30 cases of adulteration in milk have been registered.

Sudhir Kumar (2014) Now a days very fast technological advancement and industrial growth is proceeding ahead every moment. The industrial growth also includes Economic Development all over the world. Many new business ventures are being opened. In all the business ventures human resources are the most significant resources amongst all other resources of business because this is a fact that all the resources are useless without the human resources. Thus the human resources the users of every sources for the accomplishment of business objectives any business centre. It is also a fact that the human resources like congenial and favourable work environment and this is most important factor which plays a vital role in manpower retention and turnover that is the work environment prevailing at the workplace of employees. The scholar in his study has found that the employees leave the organisations where work environment is not congenial and favourable to the workers. They stay for a long period with the organisation where working conditions and work environment is employee friendly. Several new factories are coming to the market, companies are collaborating and multinational culture is existing in various industries and starting their business in India. The companies are gaining huge profit and growing at the same time employees are also drawing good salary. The awakening is increasing amongst the employees, their knowledge is improving and their living standard is also going better gradually in this age. In spite of all these positive and favourable developments several organisations are still facing a problem huge manpower turnover which causing a great loss to the companies. They have a lot of facilities to their employees, but the Human Capital is not being retained. It has been practically observed and felt that people leave any organisation mainly due to following reasons:

1. Low Salary of the employees in comparison to other companies of the market
2. Work assigned to the person in which one is not interested.
3. Work Environment existing at workplace.

Every Human being is an emotional creature and everyone feels good or bad by the good or bad behaviour of others. Emotions play a very important part in Human Resources Management and
The work environment is constituted by the behaviour of colleagues, seniors and juniors.

Sudhir Kumar (2014) The word “Workplace Environment” has been constituted with combination of two separate words i.e. Workplace and Environment and the literary meanings of these words are as mentioned below:

“Workplace” means the place where any work is carried out by more than one person in an organized and systematic manner in order to accomplish a common objective e.g. office, shop floor of a factory, premises of any other institution where people work together to achieve their common goal.

“Environment” is a situation which is created by the location, shape and condition of physical existence of certain objects as well as non-existence of the tangible or intangible objects in the surrounding areas of any place i.e. physical condition and location of objects existing and mental condition of people available at a place constituting some type of particular circumstances and situations that is known as an environment.

Now after combining the i.e Workplace + Environment = Workplace Environment means the conditions and circumstances prevailing due to existence of certain tangible and non-tangible objects as well as non-existence of certain tangible and non-tangible objects or due to behaviour of the people working at some place situation arising there is known as Workplace Environment.

The Workplace Environment is constituted by following tangible and intangible objects:

1. Working conditions prevailing at workplace: Constituted by (i) Seating arrangements, (ii) Space at workplace (iii) Quantum of light and visibility (iv) Temperature (v) Humidity (vi) Ventilation (vii) Cleanliness and Hygienic Conditions (viii) Quantum Noise arising there due to living and non living objects available at workplace (ix) Safety
and security measures at workplace (x) Mutual behavior and attitude of people at workplace i.e. between boss and subordinate, between the peer group, between customer and services provider etc.

2. Methods and Devices of Communication.

3. Availability of machines, tools and other equipments

4. Sound produced by machines and instruments.

5. Noise created by employees

6. Impact of technological advancement and it’s availability for use.

7. Management’s philosophy, leaders’ behavior and attitude

Dileep Rajnekar (2013) the Chief Executive Officer of Azim Premji Foundation who is always passionate to learn about the human behaviour has expressed in his article published in an HR Magazine namely Human Capital of July, 2013 about impact of justice and fairness on employees’ behaviour affecting their performance directly or indirectly. There are certain old theories which falls under the classical category for example Adam’s Equity Theory of Motivation which explains how the people are fascinate towards the fairness and justice at their workplace in their social and organisational exchanges, or in their life’s give and take behaviour. The perception of the employees is formed on the basis of individual-organisation exchange relationship about the equity and inequity.

Swati Bhasin (2013) the most exalting moments in a journey for a traveller or sailor are either when the journey is flagged off in best of spirits and high hopes, or when the destination is reached and a sense of accomplishment sinks in. However, the situations that unnerve are probably the times when the travellers are find themselves in the middle of nowhere and too confounded by challenges or are too overwhelmed to understand whether it was wrong decision to have started in the first place or should they end the journey right there. Mid-career crisis is one of those issues for HR and the management that does not require much attention, probably because not a large percentage of the workforce gets affected as the perception goes.

Manavi Pathak (2013) what is the purpose of imparting lessons in ethics to the future leaders? It is not to moralize, rather to analyze the basic purpose of doing business (corporations are created
by the Society to fulfill the Society’s need) the principles purpose of business is not to make profit. Profit is the engine that takes the business forward, but not to the destination that the business aspires to reach. Experts believe that the focus of MBA education is to prepare students to recognize the right end and think beyond the bottom line. The hallmark of a good management education is proper exposition of individual value, organisational value and value of business community in the course curriculum to inculcate a better and broader understanding of business management amongst future leaders. Business leaders, B-schools and accrediting bodies need to work together to define ethic so that there is set standard for all business and business leaders. Our world is rapidly changing—and change affects every business, every industry and every country. The future growth and competitiveness of business worldwide is at stake. The business world eagerly awaits tomorrow’s strong and ethical leaders.

**Ajay Kumar Sharma (2013)** Organisational climate may be defined as the environment prevailing within a particular organisation and the same is created by the people who are working in that organisation. The organisational climate is the product of organisational culture which comprises of working conditions at workplace, general behavior of people with each other, social background of people working in it, organisational rules and policies related to human resources and, most importantly, leadership of the organisation.

The above mentioned ingredients of an organisational culture are crucial in creating the environment at workplace as well as at corporate level which becomes the sole climate of an organisation. In constituting a favorable or an unfavorable environment or organisational climate in any organisation the leaders have a vital role to play. Since a leader’s behavior represents and echoes the policies and ethics of an organisation, it imperatively changes the mindset of the human resources and accordingly they reciprocate in their mutual behavior and action at workplace. The behavior and actions of human resources are the main source of organisational climate and the performance of each and every employee irrespective of their level is affected by the organisational climate.

**Sudhir Kumar (2013)** The human beings are the only type of creatures in the entire universe who have knowledge of right and wrong. On the basis of right and wrong certain codes of conduct have been formulated and these are supposed to be followed by people living in society or in smaller units of society which are various types of organisations include corporations,
governments, non-governmental organisations, international organisation, armed forces, charitable institutions, not-for-profit organisations, partnership, cooperative committees, universities etc. The acts committed by the people of any organisation, which are formally, socially and morally allowed to do are called “Ethical” and the commission of such acts which are against the formal, social and moral norms of any organisation or the society are called “Unethical”. The people living in society or working in an organisation are bound by certain norms to be followed by all, those norms and principles are called as ‘Ethics’. An organisation is always formed by a group of people who work together in a systematic and coordinated way for their common objectives by adhering to certain ethics related to their profession.

The people working in an organisation are collectively called Human Resources and the act of proper utilization by keeping everyone comfortable at their workplace is called as Human Resource Management, which can be possible only by following Ethical Practices as established by the leaders. It is applicable to everyone working at all levels irrespective of post or designation. It becomes necessary for all to have knowledge of Ethics to be followed. The main objective of ethical practices at workplace is to keep everyone comfortable, maintain a sense of belongingness with the organisation as well as among individuals of the group. They should think good for themselves as well as other team members and the society as whole. Everyone must succeed in achieving the given target and nobody should face failure at workplace.

**Role of Ethics in Human Resources Management:** While dealing with any human being irrespective of his/ her post and designation the human angle must always be remembered. First of all every employee is a human being then a post holder, so whatever basic fundamentals have been decided by the society to respect humanity must be followed by every superior or manager. Beside the humane behavior it is also an ethical practice in HRM that every employee at the workplace is treated equally in all respect. There should be no discrimination between people in the same organisation at same workplace, holding equal qualification, experience, skills, knowledge and abilities and performing the same task. They should be compensated equally and given equal opportunities for growth without any biasness. Following these principles means the HRM in that organisation is completely ethical and opposite to any discrimination and biasness, and inequality with any employee in the organisation will make the HR practices unethical. The relationship between Ethics and HRM does not stop only with maintaining equality in
compensation, it is just an instance mentioned here, in fact the Ethics and HRM are many times more than what has been mentioned. There is plethora of activities in connection with people management which are called ethical practices. It also includes the act of providing necessary support to the employees and their families even when they are away from the workplace. Team building, mutual trust development, respect to each other’s feelings amongst the employees, peaceful inter-personal relationship, creating sense of belongingness in people, creating congenial work environment and building a rich and ethical organisational culture through behavioral training programmes, workshops and other HR practices. It is also ethical practice at the part of H.R. Department of any organisation to extend necessary help, if any retired employee faces any difficulty in getting his post retirement benefits. Every organisation has to fulfill its corporate social responsibilities such as generating employment for the people and employing them which is also an Ethical Practice performed under the purview of HRM.

Sudhir Kumar (2013) in olden days the hospitals used to be considered as holy places as temples and the doctors were considered next to GOD. The doctors used to be worshiped by the people because they reduced their suffering. In a country like India maximum hospitals were opened and run either by the great industrialists/philanthropists or the government for the service of humankind. The sole objective of opening and running those hospitals was to provide services to human kind by eliminating their sufferings caused due to some disease, illness or accident. Their motto was to provide relief and save the lives of people through nursing and treatment. During those days maximum hospitals were run on charity and the medical services in the hospitals were either free or on payment of nominal fee. Today, the scenario has completely changed and the hospitals have become the places for earning high profit, being parts of the industry called Healthcare Industry. The patients are now customers for the hospitals, and for patients the hospitals and doctors have become healthcare services providers. The doctors are no longer GOD and the hospitals, holy places. Industrialization and globalization have played a crucial role in changing the scenario of the hospitals and doctors. The mindset of doctors and nurses has accordingly changed to be business and profit oriented. Main Challenges Faced by Healthcare Industry in India are as under:-

Challenge of Human Resource Management: The shortage of doctors, nursing staff and other medical and para-medical staff is acute in several states like Bihar, U.P., Haryana, Chhattisgarh
and Jharkhand, M.P. In the states of Jharkahand and Chhattisgarh the strength of doctors is just
two doctors for 1,00,000 people, according to another study. Compare this with the global
average of 15 doctors per 10,000 population. Similarly, the number of dental surgeons registered
in India stands at just over 73,000 vis-a-vis a requirement of three lakhs. Currently, medical
colleges churn out about 30,000 doctors every year, apart from 20,000 dentists and 45,000
nurses.

Nurse-Patient Ratio: According to the rules, nurse-to-patient ratios should be 1:1 in the
Operating Room and 1:2 in the intensive care, critical care, and neonatal intensive care units, as
well as in post-anesthesia recovery and labor and delivery. The ratio is 1:4 in ante-partum (before
delivery), post-partum (after delivery), pediatric care, and in the emergency room and other
specialty care units. In general medical-surgical units (regular hospital units), the ratio is 1:5.
However, it was estimated that 10.43 lakh nurses were required by 2012 in the country. Taking
into account 3.72 lakh nurses available and 3.13 lakh nurse likely to be trained with then existing
capacity, there would be shortfall of 3.50 lakh nurse. Similarly in order to provide logistics and
technical support to the above medical and paramedical staff of healthcare industry a sizeable
shortage has been noticed in the strength of non-medical, but technical and non-technical staff
without them the medical and paramedical staff is not able to provide proper services to the
patients and consequently the quality of healthcare goes down.

Challenge of Infrastructure Management: Insufficient Space to Manage the Patients: It can
be seen in every small clinic to a biggest hospital of India that a huge crowd is available at both
places i.e OPD (Outdoor Patient Department) as well as IPD (Indoor Patient Department) and
availability of all necessary equipments and medicines required for providing immediate relief
and treatment to the patients is comparatively very less. There is shortage of space at Front
Office (Waiting Halls) to accommodate patients and their relatives who come along with them as
attendants at the same time it is also persistently observed at Front Offices/ Receptions of any
hospitals that patients and their attendants feel themselves at loss because there is no one to guide
them about the places where they can get required services. If anybody is available, he or she is
already occupied by so many people that his/ her mental condition and behaviour is found
abnormal and other side the patient is suffering consequently the behaviour of patient’s attendant
is often aggressive, even violent sometimes which get aggravated when they do not get proper
services. These are such challenges before the healthcare industry which certainly adversely affect the qualities of healthcare services. The patient or the affected family of a patient comes with lot of expectations of getting relief, but many times circumstances develop completely opposite and the mutual trust gets breached before its birth. That is the initial stage where relations between hospital staff and the patients and their attendants becomes bitter and even after getting relief from the illness the services of the hospital are not appreciated.

**Ajay Kumar Sharma (2013)** The competition in the business market has been enhanced after industrialization at global level. The people have been named as work force who are inevitable resource for any kind of production or services because no other source of production can be utilised without the help of human resource or human work force. **Sudhir Kumar (2012)** Indian business need to evolve and develop management practices that help them to compete the market at global level. Several big business houses have made significant strides across the globe and behind every significant achievement of any organisation the main role is performed by its Human Resources but in the present era Information Communication Technology has acquired a pivotal role in the success of Human Resources. Hence, in this article, the author has highlighted role of Information Communication Technology in the Changing Landscape of Human Resources Management. Human Resource is the most essential resource of management without which no other non-human resources can be utilized or in other words that out of 5Ms of the Management i.e. Men, Material, Machine, Method and Money, the ‘Men’ is the resource without which use of all other 4Ms will be impossible. Hence, the Men is the most significant element for any sort of management. The Human Resources Management has reached to its present position by passing through the several changes. In these changing landscapes of the Human Resources Management the Information Communication Technology has played a vital and remarkable role in the journey from Personnel Management to Human Resources Management. Although, the Human Resource is the most essential and significant resource in the management yet, in the current scenario that is also incomplete without the help of Information Communication Technology. Today irrespective of industry the employees efficiency and performance output is fully depending upon the technology and tools provided to them at their workplaces and in every field to perform any task the communication of information is necessary. The success and failure of any operation or task depends upon the right
communication to right man at tight time and today the with the help of Information Communication Technology accuracy of the right information to right man at right time can be ensured. Thus the Information Communication Technology has changed entire gamut of Human Resources Management.

**Existence of Information Communication Technology:**
The employers could think wisely and adopted technological innovations and implemented in the production as well as other business processes. The Information Communication Technology played the pivotal role in the development of Human Resources resulted into total organisational development. The Information Communication Technology enabled the Human Resources to perform their tasks easily, faster with accuracy and gradually the Information Communication Technology became the inevitable need of every employee of each organisation. The use of Information Communication Technology helped the employees and the management in enhancing communication with accuracy between both. The work efficiency and work performance of every human resource increased due to use of technology and it has also indirectly helped the industries reducing industrial disputes. Now the mindset of employers and employees has changed towards each other, the problems related to Industrial Relations declined, managers could pay attention towards the overall growth, which included the individuals as well as the organisation as whole, rather it was felt that the development and growth of the individuals working in an organisation will only pay the way of the development of any organisation and the concept of Human Resources Development came into existence. The rapid changes and advancement in the field of technology need for employees training arose and concept of Human Resources Development (HRD) came in existence which could be better defined as the framework for helping employees by developing their personal and organisational skills, knowledge, and abilities through Training and Development Programmes. The technological development in the field of human resources management brought several new changes in the working style as well as terminology of management.

**Sudhir Kumar (2012)** the management is an art which can be applied according to the requirement of circumstances with the skill and knowledge of the person who applies. Management is done by everybody in this world always. Living the life itself is also a full-time management work because the people are always managing the circumstances and adjusting
themselves accordingly for living their lives. The art of management has been in existence since the origin of the human civilisation. For managing any business activities Human Resources are the most essential and important resource to manage other non-human resources for desired output and this article has facilitate the readers to review of stages of management which have changed in the course of time. The term personnel management was used to refer to the set of different tasks performed in connection with the workforce which included staffing, payroll, contractual obligations and other administrative tasks. Further, the personnel managers typically play the role of mediators between the management and the employees. As the systems developed with the change of the thinking of employers and employees, the problems related to Industrial Relations decreased, managers were able to pay their attention towards the overall growth of the human resources as well as the organisation as a whole, which included the individuals as well as the organisation as whole, rather it was felt that the development and growth of the individuals working in an organisation will only open the way of the development of any organisation and the concept of Human Resources Development came into light.

Anil Kaushik (2012) it has been found through a survey conducted by a technology company Mozy of various other companies that the employees who have been engaged as office staff are working average 07:00 a.m to 07:00 p.m. daily. The concept and rule of working eight hours a day has been ignored and avoided by the modern employees and employers. They have set their minds for 12 hours working in a day. According to survey the typical employee works from 07:17 a.m to 07:02 p.m. and they have mentally clocked in before leaving the house for office that they would working for about 12 hours and return to their homes. The figures are telling that Britons are in their minds at least at their desks before the French, Germans, the Irish and Americans as reported by the daily mail.

In addition the above it has also been found that 33 per cent of the people are checking their email before 07:30 a.m. daily in order to overcome their work load. This increase in working hours is due to the rising number of mobile phone, because the due to mobile phones their bosses are able to contact them any time even after leaving office and bosses cannot be ignored that is why the people has made up their mind that they shall in the office till the time boss is seating the office so that no telephone call shall com their mobile phone from their office and make them
to feel embraced. Many being their working day at 07:17 a.m. by checking their emails sometimes even before they have even got out of their bed. Then the people reach to their office more than an hour later i.e. about 8:28 a.m. and stay till 05:30 p.m. The survey conducted by technology company Mozy says that one thousand bosses and one thousand employees in United Kingdom, 800 each in United States of America, Ireland, France and Germany found that it is not until 07:02 p.m. they finally stop working in the office and thinking about the official work the average worker according to the figures available across the globe show that the average worker begins checking his work email at 07:42 a.m. They get into work at 08:18 a.m. and leave at 05:48 p.m. and get out of work mode at 07:19 p.m.

Anil Kaushik (2012) Survey conducted recently of about top companies across the globe and it has been found that barley a quarter of the employees in such places trusted their employers. It has been said by three persons out of ten that their leadership was not effective. How a leader should handle the situation some companies appear to have found effective methods and techniques to improve this situation of distrust between the team members and the leader and develop confidence amongst the affected people. One of the biggest differentiator is that they were seen as having leader who were transparent consistent and predictable in their decisions and actions. It seems that transparency in decision making is a distinction shared by highly successful organisations. There are things which leaders can do the build transparency. These include expressing rational for actions and decisions, externalizing one’s thought process so that employees can give inputs, communication both what’s known and what’s not known, keeping an open door/ open cubical policy and sharing feelings during uncertain times. Leaders are human, just like employees. When they express their own emotions and thoughts to them it builds empathy and it clears the way for to reciprocate. Trust cannot begin to be established without that.

Anil Kaushik (2012) those who have the desire and capacity to laugh means they are having the energy within them. Many times the boss cracks jokes in the office and most of the employees give faintly smile. What is funny the first time become unnerving at some point, but beside mediocre jokes cracked by the boss the humour of the office can create a great pleasure and bring change in the office’s work environment by removing seriousness, tension and stress
existed due to burden of workload. This would be able to serve an important purpose of making the employees working happily with their full zeal and enthusiasm and give their best output to the company. This type of jokey environment at workplace is useful in creating a favourable organisational climate. According to Katrin Hensmeier from the German Institute of Humour it is necessary to work illogically for doing the things differently and surprise the people which makes them laugh. The humour has such a strength of motivating and inspiring the people to apply their complete capacity in their work and everyone will work in harmonious environment.

Anil Kaushik (2012) harmonious relations with the superior or immediate boss at workplace keeps the employees happy and enthusiastic at their workplace rather than raise in the salary. A research has been conducted by an eminent Psychologist McQuaid who has recently has carried out a study on 1000 people working as Executive in America “whether the people feel more happy at their workplace by having better relations with their boss than having a raise in salary. In this report the researcher has found that sixty five per cent employees have opted to have better relations with their boss at workplace than opting to take hike in salary, whereas thirty five per cent of employees have opted to take salary hike than the better relations with their boss at their workplace. The report is also saying that many employees the real fact according to the research carried out by the McQuaid that only thirty six per cent people in America are actually feel happy at their workplace, thirty one per cent employees have expressed that they feel uninspired and unappreciated at their workplace by their bosses and fifteen per cent have responded that they feel miserable, bored and lonely at their workplaces as they are not being supported by their bosses and they do not have good relations with their bosses. According to this research report that due to unhappiness amongst the workers a huge financial loss is being caused to the company, because the cost of loss of productivity due to comes to three hundred sixty billion dollars per annum. Sixty per cent have felt that they would be able to perform better and give better result if they are supported by their bosses or the bosses and subordinates go along with each other, some of them have also raised their fingers on their bosses that they have their own trajectories and they would be certainly able to do better is they got along with their bosses.

Sudhir Kumar Moudgal (2011) Today the education and awareness amongst common men have created quality consciousness in the people. Today everybody is sick of bad quality of
services, consumable and non-consumable goods available in the market despite making the adequate payment which might be ingenuinely higher. The education is also one of the services which is provided to the youth in the schools, colleges and several training institutions. Gone are the days when poor parents used to say to their children that they could not continue their education due to their poor economic conditions, but today every parent is ready to give up anything, but wants to educate his or her son or daughter. They will take loan but wants the their ward to be qualitatively educated and they are paying a sizable amount every year on the name of education for their children, but a question still remain unanswered i.e. are their children getting “quality education” in spite of paying a huge amount from their hard earned income.

Today the schools, colleges, coaching and training centers are mushrooming everywhere and their owners are doing business through these places of education and training. There is nothing wrong in doing business and earning money through the educational institutions, but it is the duty of both parts one who provides education and other who gets education to ensure the quality.

The need of quality education is to create employability which includes professional knowledge, communication skills, values, attitude and behavioural skills which make a man fit to work in an environment to accomplish the desired goal. This objective of creating employability amongst youth can be only be achieved by implementing “quality assurance” in the education system right from the beginning to the highest level. Recently a survey report has been published in “HR Headlines of Naukri.com i.e.

It is an inevitable need to look into the weak areas of our education system of every school, college and other institutions. There is great need to inculcate the reading habits amongst the students as well as faculties. The faculties require to emphasize towards new researches. It has been observed that a huge misuse of internet by the faculties and students both. Several faculties have lost their habit of reading books to prepare their lectures which are delivered to the students in classrooms, rather they search a readymade lecture from internet on the desired topic and just read it to the class. Similarly, the students do not have the habit of reading books to prepare from the books, rather they also search notes on the internet just before their examination.
In order to ensure the quality in education system proper all the stake holders have to implement the norms related to quality assurance. In some education journal some problems related to the quality in higher education have been highlighted.

Anil Kaushik (2011) workers who want to earn themselves an employee of the month nomination should, instead, unleash their negative feelings about their 09:00 a.m. to 05:00 p.m. on their colleagues, according to the study. It has been claimed by a Dutch researcher named Annefloor Klep that such type of practices will be helpful in motivating the employees and make them to perform better which consequently enhance the productivity. This survey report is also available on news.com.au. The act of venting at work has created a sense of unity amongst the employees working together as team members of each other and the free exchange of information in a team environment could also help in solving complicated and analytical problems according to the finding of the study. Australian Clinical Psychologist Janet Hall supported these finding and also added that it was beneficial to let off steam in the office. Hall has also said that one should speak up then only the things will be correct. There are several workers who do not like that their bosses should attend the Christmas Party and in the party by showing their superiority they would spoil the entire atmosphere of the party or even instigate an incident to take place. According to the survey that one person out of three believe that their manager around stops everyone having fun. More than quarter are worried they might not be able to resist telling them exactly what they think of them.

Anil Kaushik (2011) In order to avoid stress in the job the workers should always take brief breaks and relax their body and mind regularly. This advice has been issued to the workers by the German Administration Employees Association VBG in Hamburg. Multiple breaks of short duration taken in between the process of work would prove better than a single long break after a long time of working at workplace as said by the VBG. There is more recuperation from several breaks per day of 10 minutes than the one break of 30 minutes.

The employees should also take be cautious and take care of the timing when they are takeing the break and when actually they should take the break. They something different when they are working. For example, if a worker takes break to read email, then the purpose of relaxing the mind and body has been defeated because while checking email the feeling of work load will
return immediately. The VBG has said that relaxing break is that which involve the changing of one’s activity as well as state of mind.

What can also help in taking break is that something suitable activity during one’s free time as a counter balance of work. This does not mean and make it necessary to do jogging daily in the evening. For relaxing also the variety of activities is required.

The employees who are involved in the work which is done by applying the mind need a lot of exercise after work. Those who do their work by involving heavy physical labour by contrast, need a quite hobby in order to reduce their stress.

**Anil Kaushik (2011)** It has been found out that Indians work 8.1 hour daily which is more than the average hours of work the people work in entire developed world including the countries like United Kingdom, Australia, France, Italy and Germany.

The average duration of working hours in India is longer than the workers working in the countries like United States of America, China, Japan. The workers working in Mexico are the busiest workers in the world according to a new survey conducted across the globe. Mexicans are working longer than any other country’s workers in Organisation of Economic Cooperation and Development (OECD) countries where the workers are devoting 10 hours to paid and unpaid work like the work of cleaning and cooking at home. According to the survey report OECD is the an international grouping of the world’s top developed nations. The average for OECD nations is 8 hours a day which is slightly lesser than the duration of Indian workers’ working hours i.e. 8.1 hours. The Japan is the next country after Japan where workers work for 9 hours a day which is the second largest day of paid and unpaid work, while Belgium has been ranked lowest at 7.1 hours.

In terms of unpaid work only again the workers of Mexico are doing the highest time period which comes to average more than 3 hours a day and the Korean are the least i.e. 01 hour and 19 minutes a day. Indian spend 191 minutes near about 3.2 hours on unpaid work and a little below five hours on paid work daily. At global level maximum unpaid work is cooking and Americans
spend least time on cooking i.e. 30 minutes daily and Turks are the maximum comes to 74 minutes.

Most people spend about 50 minutes a day cooking according to survey reports. Along with cooking shopping also makes up a big part of unpaid work most of the people in OECD countries spend 23 minutes a day in shopping. French are spending the most on shopping 32 minutes and the Koreans the least i.e. 13 minutes. The total work time has been pegged at 594 minutes for Mexico, for Japan 540 minutes, China 504, New Zealand 498 and USA 496 minutes.

Here are the countries ranked below the India are Korea workers work for 484 minutes, Australia 481, Italy 474, United Kingdom 473, Finland 491, France 448, Germany 445 and Belgium 427.

Prag Diwan and L.N. Agarwal (2008) Management as a field of study or a subject refers to the principles and practices of management. It entails all the principles and practices as a knowledge and its application in its entirety. This approach, however, fails to give the correct nature of management.

Srimannarayana M (2007) this research study has been carried out on Human Resource Development Climate existing in Banks of Dubai where it has been noticed and found that that a the organisational climate was good which is very much favourable for development of employees or human resources. It has also been found through this study that there were difference in the perceptions of employees on the basis of demographic differences amongst the employees working there.

Maheshwari and Ganesh (2006) All the persons holding positions of leaders at different levels in several organisations will have to set examples through their acts and conducts and show a strong determination to ethics through communication, compensation and penalties.

Belani (2006) in her study that employees had given the lowest rating for leadership and management effectiveness in companies in Asia-Pacific region.

Singh (2006) research study has been conducted and reached to a conclusion through the study and survey done by the author that leadership skills among managers are not given too much
importance by the multinational. It may be because of ‘Job hop’ culture where managers are free to change their job from one organisation to another organisation.

The several people who hold authoritative positions in their fields have done the above-mentioned works related with the present project. But no such study has been made which covers all the aspects of behavioural approaches i.e. corporate culture, corporate politics and power, personal values and business ethics, dynamic of social responsibility functions and emerging role of leadership. Thus, it is a required study to suggest various strategies regarding the applications of behavioural approach in strategy implementation.

Boru and Islamoglu (2005) made a study on concluded that ethical behaviour takes a man to the path of trust and belief but not to support to each other. The most important component of ethical behaviour is promoting trust in honesty. However, everyone searches for these kinds of behaviours when sharing significant information and important behaviour is of no importance when helping others.

Manikandan (2005) a study has been carried out by the author in which the author has found through his study that the power is divided into three categories such as (i) Power of an expert: or it can be explained that the power of knowledge and skill which can also be known as professional competence (ii) Power of Position: this is achieved as a result of the formal position which is hold by an individual within the structural hierarchy (iii) Personal Power: this is the power that is gained through one’s own personal characteristics.

PVL Raju (2004) A lot of difference has existed in the environment and working conditions at workplaces today in comparison to the conditions and environment had existed couple of years ago. The innovation and new technological development has taken place and consequently the speed has increased of the working human resources in their offices due to involvement of technology but at the same time certain undesirable traits have also taken birth such as fear, anxiety and worry. It means that something has gone wrong or is going wrong because the development of these negative feelings is the proof of the same. According to famous law of Murphy in Economics states that if it is evident that something will go wrong, it is sure that the wrong will certainly will take place. Usually modern work situations put extra pressure on the
people that develops a state of fear and anxiety due to apprehension of failure. This is the Emotional Intelligence (E.I.).

**Giri and Choudhury (2004)** the study “Towards a Positive Work Culture: The NELCO Experience” and explained about the company’s favourable work culture affecting positively the attitude of employees, which has been felt that fully dependent upon an organisational climate prevailing in the organisation, is one of the very important and inevitable concept of the employees working with NELCO.

**Aries K John (2004)** Tata Consultancy Services Ltd. Explained that the quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity. Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements.

**Siraj Ur Rahman (2004)** In a dynamic business environment training is viewed as a competitive function which fulfills the strategic objectivities of an organisation. Any lacunae in providing effective training to its employees can result in wastage of precious resources of an organisation while keeping the organisation far away from reaching its objective. To ensure that such a kind of learning occurs a trainers must possess a set of competencies in them. This will have a positive impact on the trainees and facilitate the process of learning in a training programme. The competencies which are essential for trainers are as mentioned below:

**One must be Mastery of the subject:** In a training programme the participants take very less time in judging the professional competence of a trainer. To establish the credibility, trainers must possess rich knowledge of the subject in which they specialize.

**Communication & presentation Skills:** In order to make the process of learning easier and interesting a trainer must have effective communication and presentation skills. There are many trainers who are not very successful as trainers despite having a strong domain expertise.
**Sense of Humour:** Many training programmes are conducted for long durations such as one day, two days or even more than three days. To make the training session interesting and captivating for the trainees, a trainer must have a good sense of humor. A trainer must have a cheerful personality with an irresistible smile on his face. A trainer must possess a repertoire of interesting anecdotes, humorous incidents, and personal experiences.

**Ability to motivate Trainees:** In a training programme trainees come with a variety of expectations. Some trainees show a lot of interest in the training programme and would consider it as an opportunity for personal growth and development. On the other hand some trainees view it as a paid holiday and focus only on relaxing far away from the hectic schedule of the workplace. As the training process is a meaningful activity to ensure that organisations get full value from training, a trainer must motivate all the trainees and keep the level of motivation high throughout the training programme.

**Creative thinking:** A trainer conducts training programmes for several groups of people and some time same programme is offered to several groups. When a trainer monotonously repeats the same programme for several groups, there is a likelihood of the trainer losing interest due to monotony and boredom. As the information about training content and methodology spreads among the trainees who are yet to attend the training, they may lose interest as they would have heard from their colleagues and friends the content and the methodology. Hence a trainer must think differently each time and keep developing innovative ways to make the training content, the games and exercise look new and fresh.

**Flexible approach:** Trainers often conduct a wide range of training programme from technical programmes to behavioral programmes. In each programme the requirements, the methodology, and the objectives will differ. The target audience for the programme will also differ from programme to programme. If a trainer’s approach is not flexible he may end up adopting the same methodology for all the programmes, which will keep him away from fully satisfying the participants. A professional trainer needs to have a flexible approach, which will enable him to change the approach and the methodology depending on the programme objectives and the methodology as required for a particular target group.
**Self Confidence:** A professional trainer exhibits a high level of self confidence. A low level of self confidence will affect the delivery of the programme content and the reduces the impact on the participants. Professional trainers build their self-confidence by meticulously planning and preparing their presentation material and rehearsing if required. Trainers who take their skills in presentations for granted and feel that they can handle any kind of audience may sometimes end up making a poor impact on the participants.

**Facilitation Skills:** A training programme must have a variety of methods to sustain the interest of the participants. A trainer with good facilitation skills will be able to present his ideas, conduct games, exercises, discussions, Interactions, experience sharing and assessment activities in a programme effectively. Good facilitation in a programme ensures smooth flow and transition form one activity to another thereby facilitating learning and development.

**Social Behavior:** In a training programme the trainer must portray appropriate social behavior. A trainer’s mannerisms and the body language must give an impression that he is sincere and refined in terms of his behavior. A trainer must be aware of the culture and the ethos of an organisation and respect it. The anecdotes and stories shared in a programme must respect the cultural dimensions of the organisation and should not violate them in any way. The Body language and a proper dress code for a trainer enhances his image as a professional trainer.

**Setting Training objective:** A professional trainer must be familiar with the process of training and the steps involved in it. The ability to clearly set the training objectives in the beginning and visualizing them will facilitate the design and delivery of the course content. If the objectives are not clearly defined, or if they are not given adequate importance then right candidates may not get the opportunity to undergo training. Objective which look cumbersome and vague hardly captivate the attention and imagination of the participants. A trainer must ensure that the objectives defined appear simple, clear and easy to understand, as the entire programme depends on it. Clear objectives also facilitate effective evaluation of the training as the measurement becomes simple.
Business Knowledge: A trainer needs to be aware of the kind of business his organisation is involved in, the vision, mission and the objective of the company. Understanding the products and services offered by the company will also go a long way in designing and conducting effective training programmes.

Supriya Nair (2004) TATA Consultancy Services Ltd, Gaining Competitive Advantage Through Training Directives. As put across by a large number of researchers, the traditional basic skill level training is quickly moving out of human resource training systems.

Arun George Philip (2004) The organisational culture has a major role to play in the success of the mentoring program at US Technology. It motivates every employee to be an expert in at least one area with the corporate mantra, “Every USsociate an expert”.

In this paper we will examine how the mentoring process is structured at US Technology.

Given below are the roles which form the spokes in the mentoring wheel at US Technology. A brief explanation of the role is also included.

Mentor – The expert who will be helping in enabling another individual (mentee) improve his/her competency in a specific area. It is the responsibility of the mentor to ensure that the objectives set are met in the stipulated time. They also offer career counseling to their mentees.

Mentee – The individuals who will get mentoring support and guidance from the mentors.

Mentoring Coordinator – The person responsible for coordinating the mentoring efforts in the organisation. He/she facilitates implementation of mentoring activities, including initiation of mentoring relationships, tracking the progress of all mentoring relationships, generating metrics, reviews the status and effectiveness of the mentoring activities and sending mentoring status report to the senior management. In association with members of COEs, the mentoring
coordinator conducts training programs for mentors and mentees.

*Mentoring Coordination Committee* – This committee consists of the mentoring coordinator and representatives from various COEs. This committee is responsible for auditing mentoring relationships across the organisation.

The various scenarios which lead to initiation of mentoring relationships are as follows:

a) The need to develop competency in specific areas as identified through the strategic business focus of the organisation. The areas identified will be passed on the Learning and Competency Development (L&CD) department by the Global Resource Management Group.

b) Project Specific Requirements – As part of the project initiation meeting, the project manager will specify the need for competency development to the representatives from the L&CD department. Also based on the requirements arising, the project manager can request for either training or mentoring on an event driven basis.

c) Requests from USsociates – Based on career aspirations and interests, employees can request for mentors in specific areas.

d) New employees – Every new USsociate is assigned a value mentor during the induction program and this will be explained in detail later under the heading Value mentoring.

The organisational score card also contains information on the number of mentors that the organisation plans to have during the current year. Of the total number of mentors planned for, it also shows the breakup of mentors based on the requirement. E.g. – 55% technical, 30% behavioral and 15% process mentors.
Role of Centre of Excellence in the Mentoring Framework

In US Technology, innovation is fostered through the COEs (Centers of Excellence). CoEs create knowledge base and also promote thought leadership in various domains and technical areas. CoEs through the mentoring approach promote self sufficiency in the internal teams leading to improved quality and speed by which the organisation delivers its projects.

It broadly describes the plan for an individual to move up from one competency level to another in each of these areas. GMPs are available for reference to all USsociates. A section of GMP for Java is given in exhibit A.

Representatives from CoEs assist the mentoring coordinator in reviewing the effectiveness of mentoring relationships and training mentors. They also help the mentor in setting measurable objectives during the mentoring initiation phase.

Gunmala Suri (2004) University Business School, Chandigarh has explained about the needs of e-learning in the corporate sector and creating a new organisational climate through e-learning that the objective of e-Learning is to broad base learning & to ensure that training reaches out to more & more individuals.

C. K. Sasmal (2004) explained in her paper titled as Adult Learning in Indian Call Centres that the BPO/Call Center industry has been heralded as the nation’s next big step to take center stage on the global front. While the youth of the country warm up to the exciting career prospects this industry has to offer, an insight into the complex dynamics that make up this business is worth looking at; particularly, when jobseekers have no experiences, education or schooling to be prepared for a majority of the jobs on offer.

Milan Ashok Trivedi (2004) at CP Ships IT Services Pvt.Ltd. has explained in his paper presented in a national conference at Bangalore that Organisational strategies change. The speed with which Organisations can adapt their strategies to new conditions predicts the strength and opportunities the Organisations can expect to leverage in the future. The training of employees is a significant part of the investment. Of key importance are the alignment between business
objectives and the skills being trained and the subsequent facility to measure the effectiveness of the training in producing the right behaviours.

I have made an attempt to present the initiatives that we have taken at CP Ships towards this, by identifying the “Value Drivers” as described in the Watson Wyatt Worldwide Model.

The process of Organisational alignment is a constant struggle between the cosmic forces of entropy that drive Organisations towards an evermore disorganized state and the forces of ectropy that encourage alignment and order as a result of growth & development.

The training of staff is a significant part of the investment. Of key importance are the alignment between business objectives and the skills being trained and the subsequent facility to measure the effectiveness of the training in producing the right behaviours.

*And training does not restrict itself to being a domain of the HR Dept. only. In fact, an Organisation with all their functional personnel playing the HR role is the Organisation which can keep pace with the fast changing business scenario.*

The process begins by building stronger bridges with the functional units you support – by understanding their business challenges, business issues that keep them awake at night, their challenges on the horizons.

The process also includes a behavioral component that links skill development to behavioral change. This requires a highly individualistic approach hence need to establish a trusting relationship in order for them to let you try this type of approach to training.

**A. M. Ramakrishnan (2004)** Training evaluation has a chequered history centered around Donald Kirkpatrick’s four level evaluation proposed in 1959. After 40 years, level 5, Return On Investment (ROI), proposed by Jack Phillips has gained wide currency. Workers like Bakken and Bernsteinin, Jack Phillips, Dan Spitzer, Greg Wang, Donald Clark and many others have added meaningful volumes to T & D measurement movement. Though Kirkpatrick’s model is simple to understand, in
practice we find the need to answer many haunting questions. Answering these questions are critical for us, T & D professionals, as we have to demonstrate value to stake-holders.

Denny Joseph (2004) explained in a research paper titled as “Accelerated Competency Development through Boot Camps” presented in a seminar in December, 2004 organised by Institute of HRD, Bangalore in which the author has acquainted that term boot camp. Boot Camps are high intensive trainings and are extremely fast and furious in nature. These trainings are well structured and ordered, but because of the nature of these trainings, learning is so fast that the trainee end up learning a lot in a very short duration.

The boot camps began in the military as a mode of punishment in the 1980s, later became more popular as correctional camp, often named as ‘juvenile boot camps’ targeted at teens, especially ‘troubled teens’. Boot camps became popular in the defense, as high intensive trainings, focusing more at new recruits. These trainings facilitated a transition in the trainee, from a lay culture to a military culture, prepared them thoroughly to face the challenges of the new life and formed a beginning of new way of doing things. Besides being high intensive, the program is done at a fast pace, equipping the trainees to be more than what they are actually required to be on day one.

The corporate world could very well relate some of the objectives and outcomes of these boot camps, and found them equally applicable in the daily work life. This was later leveraged as a competitive advantage by companies and some of the leading trainers in the early 1990s.

K.N. Rao (2004) E Learning a new Training process delivery tool is gaining momentum in Asia pacific. The E Learning markets are gaining maturity in Euro and American markets Indian Corporates have rolled up their sleeves to be in race India, with its vast English speaking Industry workforce has already began its journey in this path.
Brig. K. S. Bhoon (Retd.) 2004 Building knowledge and competencies of organisation’s executives is a prime concern in companies. Since manufacturing companies are invariably multi-location, training and development interventions are difficult and costly to implement. We therefore propose e-learning as a viable alternative. We develop an E-learning model based on Tinto’s Retention model, demonstrating it through a case study. Evaluation of E-learning is then proposed using the famous Kirkpatrick model for conventional training. We also show how e-learning can be leveraged in extended supply chain covering suppliers, dealers and customers, thus enhancing collaboration among supply chain partners. We conclude the paper by outlining a seven step process for implementing E-learning in a manufacturing organisation.

This quote aptly captures, to a considerable degree, the essence of human resource competencies in Indian manufacturing. A paradigm shift in manufacturing on account well known factors like globalization, competition, customer orientation, information technology, outsourcing etc has brought out significant changes thus throwing several new challenges. While manufacturing strategies are being reengineered to face these challenges, concept of a learning organisation and knowledge worker is still largely confined to the information technology sector. There are several reasons for it; most important in the Indian context is perception of IT as mere technology rather than a business enabler. Most manufacturing managers belong to the old school where mechanical skills command premium on managerial competence. Consequently, changes in Indian manufacturing practices have been far slower than the west and benefits of IT in Indian context are still not fully understood and leveraged.

Jain (2004) A study of selected private enterprises in India” in which has explained that there was no participative style which could be beneficial for the organisation under any circumstances. In addition to that the leadership style, which was presumed by the manager to that it could be beneficial for the organisation, might not prove as effective as it was presumed. In the conclusion it has been explained that the leadership style is situational rather than a function of certain individual cantered variables which is in tune with the findings of many behavioural scientists.
Gohil (2004) explained on the basis of his study carried out on the “Ethical Agreement of Managers” indicated that there is a huge gap between ethical guidelines and adherence by the people according to their designation in the corporate sector.

Sharma (2002) conducted a study on “Environmental and Organisation Appraisal in Indian Large Companies” and found that environment is significantly affecting the organisational climate which compulsorily impacting on employees behavior and work performance and further suggested that that the organisations must fulfill the social responsibilities towards financial growth, healthcare, making pollution free environment by eradicating the use of pollutants in their manufacturing processes, enhancing the knowledge of the employees through education and training programmes., and must spend a specific percentage of their turnover.

Sean P. Clarke, Douglas M. Sloane, and Linda H. Aiken (2002) First of all this was examined by us that the organisational climate had a significant impact in predicting the reports of needle stick injuries caused to the patients all over the hospital occurred during administering the medicine through injections by the nursing staff. Measures taken for staffing as well as the organisational climate were examined.

Risher (2002) has explained need of proper planning and its execution becomes mandatory wherever system of merit pay is implemented as well as implementation of performance management system also needs proper planning keeping in view the broader context of performance management, otherwise there will be so many anomalies which may cause disturbances in the system amongst people. The assessment process must be examined properly before implementation.

Acharya (2000) said that evaluating and improving Employees’ work output is a performance development mechanism which enables to achieve the goal by adjusting the role of every employee and responsibilities with the organisational mission as well as a team’s objective.
**Bhowon and Bhal (1999)** A study of Mauritian managers” and suggest that managers in Mauritius have two set of values. One is congruent with traditional culture, which includes values as trust, loyalty and co-operation. The second set is congruent with Western culture, picked up from educational institutions and professionally managed workplaces. It includes values like efficiency, productivity, achievement, job satisfaction, change, equality etc.

**Anantharaman and Jagadesh (1994)** the comparison of climate existing in those organisations where there is workers’ union is in existence and another those organisations where no union of workers is in existence. In the study the report says that the unionized employees perceived the existing organisational climate is less favorable because of poor harmony in their relations with the management and there was a negative correlation between union commitments and the different dimensions of organisational climate.

**Mark G. Dunn, Randall Y. Odom , W. Randy Boxx, (1991)** that the present study do the analysis about the effect of organisational values and similar activities which affects the employees’ satisfaction, honesty, loyalty, commitment, and cohesion within a the organisations in which they work. Information for the study was obtained from 400 executives approximately of Department of Highway and Transportation. As per the final outcome the results indicate that the organisational values are affecting the satisfaction, commitment and cohesion of the employees. It becomes necessary to take some concrete action in order to enhance and improve the organisational values, if the organisations lack the values studies.

Any pressure coming from related external and internal forces should also be understood and recognised and a strategy must be prepared to make sure that prevailing environment of the organisation is suitable for the growth of the organisation. Due to the several types of internal constraints and forces such as resource distribution, conflict between departmental and organisational goals and scarcity of manpower becomes a great challenges before the organisations. Organisational culture is one of the pivotal internal forces which pays a vital role with the employees retention and their adaptation. Undoubtedly it has been noticed that during the decision making process overlooked, misunderstood, and de-emphasized culture is usually.
Due attention has been paid towards the effect of the culture of an organisational which is affecting accordingly the organisational behavior and processes of its operations. It becomes necessary due to the pervasiveness of the nature of culture that managers has to not only to understand their culture but to manage and maintain the high level of values. Managerial actions are usually restricted by powers dictated by the informal character and value system of the organisation. Moreover, the efficiency and output of an organisation should be strengthened properly at high level as well as enhanced at the same level if the cultural values are according to with the desired beliefs and values of its employees. The values and value congruency has been examined in the existing study and their relationship between three important elements of individual behaviour namely commitment, satisfaction, and cohesion amongst employees of highway and transportation departments.

**Shamanna and Menon (1990)** have indicated that the nature of work assigned to the employees of any organisation influences the interpersonal relationship of the employees which prevails within an organisation. Interpersonal relationships existing within an organisation amongst the employees will have impact on employees’ work efficiency and productivity of the organisation.

**Joan Rentsch (1990)** as the essence of climate the meaning and sense making have been discussed as essence of climate. For instance, Joan Rentsch points out that the policies, procedures and practices of an organisation in psychologically meaningful terms. The policies and procedures have been considered as properties of the organisation which are intended to have been lasting for a long.