PREFACE

The success of any Organisation is determined by the knowledge, competencies, skills, attitude and motivation of the employees. Competent employees are the greatest assets of any organisation. By affording adequate opportunities and providing the right type of climate in an Organisation, individuals are able to make maximum contribution to achieve the goals of the Organisation and thereby ensure the optimum utilisation of the human resources. For this purpose, a congenial HRD climate is extremely important. Thus, an optimum level of HRD climate is essential for facilitating the HRD.

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. This paper has been designed to review the existing literature available on HRM Practices. The purpose of this paper is to develop an understanding of HRM Practices and to examine the unique HRM practices implemented by different companies. After reviewing the existing literature on HRM practices, the researchers have found that HRM practices get affected by external and internal factors and directly or indirectly affect other variables such as employee’s attitude, employee employer relations, financial performance, employee productivity etc. and ultimately contribute to overall corporate performance. On the basis of the literature reviewed, a normative framework has been
Any organisation aims for achievement. For achieving a goal, a set of resources is utilized. They may have some living resources and some non-living resources. The living resources remain as the life giving resources and act as a fulcrum or power point to integrate the other non-living resources. The modern name for their key resource is 'Human Resource'. All resources become futile if human resources are not in existence. The significance of a human resource can never be underestimated in the light of its viable contribution and utility. The 'human resource' in any organisation is capable of creating many other resources too. Of all the contributing institutions, paper industry plays a vital role. Among the resource offering manufacturing organisations, public companies keep the country's banner high on the economic front. These organisations assist either in the production of materials or in the delivery of goods and services for the welfare of the nationals of a country. Irrespective of whether it is a profit making or non-profit making organisation, developing the human resources in them is gaining significance, in the light of global competition pressing all organisations. Arising due to the fight for position, economic power and higher status maintenance than others, all organisations are striving harder than the past. When a country has to develop, it is imperative to develop its men. The global scenario reveals that unless a country is able to plan well, make suitable policies, they will maintain the status quo of underdevelopment. The open door policy of the Indian government aims at making use of even latest, useful technology from abroad, to develop its own citizens.

This invitation to outsiders makes the domestic organisations to revamp their structures and prepare for a challenging scenario which has not come to them right from their inception. In India, public sector as a core manufacturing sector is facing a new situation which warrants the policy makers to carefully programme the strategies to sustain the existing manufacturing and make them fit to serve the clients on par with the new entrants.

It is right time to make a pioneering study on the HRM in the selected manufacturing units with the objectives of taking stock of the situation by measuring the perceptions of the middle level supervisory officers, so that policy suggestions may be offered with proper assessment. A fully structured questionnaire is administered on 330 employees of the AP Rayon Limited on Likert's five-point scale.