CHAPTER - III

REVIEW OF RELATED LITERATURE

3.1 INTRODUCTION

Globalization represents the structural making of the world characterized by the free flow of technology and human resources across national boundaries new boundaries as well as the spread of information technology and mass media presenting an ever changing and competitive business environment. Since the human factor is the key in the new era of globalization, the primary objective is to present conceptual framework for effective management of human resources as a response to the growing interaction of globalization and business performance.

That in order to manage employees for competitive edge in a period of globalization human resources personnel must possess competitiveness relevant for implementing such strategic HRM policies and practices.

The potential impact of globalization on the work patterns of particular groups in society is well recognized, particularly from the point of poorer economies. These issues are also tied up with the debate about the implications of globalization for the distribution of income. At first sight, one of the benefits of globalization appears to be greater equality, as demand is transferred from the higher to the lower income countries. However, the evidence to date suggests that this might not be the case either within counties or across countries.
There is ample literature available related to the topic of this research. As the process of dealing with the human resource with a new outlook started in the western countries the books authored by the foreign authors are in good number while relatively the Indian literature is limited. Now after practicing the newly generated concept of HRM for a considerable time, Indian authors are coming out with their books on the topic.

The following discussion in nut shell brings about the key concepts and the various stages in HR management.

3.2 HR PLANNING

Role of Human Resource Development Manager

The role of manager of HRD (human resource development) consists of five separate but overlapping components referred to as sub-roles. Each is vital to the development of an efficient and properly managed HRD department. They include: (1) evaluator of the HRD program’s impacts and effects on organizational efficiency, (2) management of the organizational learning system, (3) strategist responsible for long-term planning and integrating of HRD into the organization, and (4) marketing specialist responsible for the advancement of HRD within the organization through well defined and effective networks.

Key Components of Human Resource Development

There are three fundamental component areas of human resource development (HRD): individual development (personal), career development
(professional), and organizational development. The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improved human resources.

**HR Policy and Manual**

HR policies vary considerably from one organization to another, depending on the age of the organization, its size, the nature of the workforce and the position regarding union recognition, but here are the main policy areas.

**HRM Audit**

The HRMA (Human Resource Management Audit) uses this framework to try to answer such questions as: Are the mission and strategy of the human resource organization designed to match the business strategy of the organization? Does the design of the human resource organization enhance its ability to accomplish its strategy? Are the kinds of people who run the human resource function good choices for the ongoing tasks?

**Job Analysis**

Job analysis is the process of determining the nature or content of a job by collecting and organizing information relevant to the job. A complete
job analysis contains information relating to the following five factors, plus any others deemed appropriate to fully describe the nature of the job.

The Role of HRM in Knowledge Management

There are several roles that can be played by HR in developing knowledge management system. First, HR should help the organization articulate the purpose of the knowledge management system. Investing in a knowledge management initiative without a clear sense of purpose is like investing in an expensive camera that has far more capabilities than you need to take good pictures of family and friends.

Work Measurement Methods

The purpose of work measurement is to determine the time it ought to take to do a job. There are four main systems of work measurement. First, and most used, is time study. The second system, work sampling, is a statistical procedure for measuring work and requires an understanding of the techniques of statistics and probability.

Position Analysis Questionnaire (PAQ)

This is one of the most sophisticated and yet easily administered techniques to analyze job. The PAQ analyzes jobs in terms of 187 job elements. These elements are of a worker-oriented nature, meaning that they characterize or imply the human behaviors that are involved in various jobs.
**Writing Job Description**

Most widely used job description formats contain the following five sections: (1) job identification; (2) job summary or purpose; (3) job duties and responsibilities; (4) accountabilities; and (5) job specifications. The most important thing to remember is that all job descriptions within an organization should follow the same format.

**Work Study and Employee Productivity**

Work study is the systematic examination of the methods of carrying on activities so as to improve the effective use of resources and to set up standards of performance for the activities being carried out. Work study then aims at examining the way an activity is being carried out, simplifying or modifying the method of operation to reduce unnecessary or excess work, or the wasteful use of resources, and setting up a time standard for performing that activity.

**Characteristics of Effective HRD Managers**

Nadler and Wiggs (1986) identified nine characteristics of effective HRD (human resource development) managers. Each is viewed as essential to the development of a comprehensive and competent HRD program. First, HRD managers must have the ability to plan HRD activities that foster training, development, and education. These activities should be targeted at the needs of employees, supervisors, line managers, customers, and non employees of the organization.
Job Time Study

Time study is a work measurement technique for recording the times of performing a certain specific job or its elements carried out under specified conditions, and for analyzing the data so as to obtain the time necessary for an operator to carry it out at a defined rate of performance.

3.3 THE INDIAN AUTHORS

The following are the reviews of the Indian authors on the Human Resource Management. The researcher has also studied a few books relating to the Indian pharmaceutical industry as the research topic has its relevance with the pharmaceutical industries.

B. V. S. Prasad – “Indian Pharmaceutical Going Global”

Indian pharmaceutical companies are going global and emerging as Multi National Companies. Even though Indian pharmaceutical started to internationalize in the 1960s, it gained momentum only in the 90s. And the trend continues to increase in the current decade. Initially Indian companies targeted emerging nations to globalize and now they are focusing both on developed and developing countries.

There are huge opportunities available for Indian companies to tap worldwide due to the increase in population and disease. As the developing countries embrace globalization and urbanization, the lifestyle of people in there is undergoing major changes and it causes many diseases that are similar to those of the developed world. Hence, tremendous opportunities
exist for Indian companies in developed markets like the US, Europe and Japan as well as developing markets like Brazil, Russia, India, China, South Africa and Mexico. Most of the pharmaceutical major’s blockbuster drugs will go off patent in the coming years. This also spells out great opportunities especially for generic drug manufacturers.

In order to tap these opportunities, Indian companies are going global through exports, Joint ventures, Merges and Acquisitions and Greenfield Investments. Indian Companies are also engaging in Contract Research and Manufacturing Services. On the other hand, Indian companies are also out-licensing their products to global pharmaceutical firms. This book gives insights into the various strategies followed by Indian companies to go global, various markets tapped by them and their experiences in globalization.

This book edited by B.V.S. Prasad has been divided in three sections. The first section deals with Growth Trends, the second section deals with expansion Global Footprint, and the third section deals with the corporate experiences. The first section traces the evolution of Indian pharmaceutical industry, its growth over the years and its globalization. The Patent Act, 1970 played a significant role in promoting the pharmaceutical industry in India. This section also contains an article titled “Mergers and Acquisitions Trends in the Pharmaceutical Sector” authored by Shivaji Shukla. Besides consolidation in the domestic industry and investments by the US and European firms, the spate of mergers and acquisitions by Indian companies has ushered in an era of the Indian Pharmaceutical MNC.
Dr. Nidhi Shah: In her book titled “Human Resource Development in Healthcare – a comparative study of hospitals in India and USEA”, has lucidly articulated easily implementable recommendations for much needed improvements in the quality of healthcare with a human touch both for healthcare providers as well as healthcare recipients. She has identified gaps that, if addressed, may improve the quality of healthcare provided in the US and abroad. The comparison outlined highlights the importance of human resources development regardless of where care is being provided in the world. Her findings rightly suggest curriculum and culture have to be changed if the quality of healthcare and patient satisfaction is to be improved.

Dr. Shah has rightly pointed out that Total Quality Management will help in strengthening motivational environment. Higher the motivation, greater would be the commitment towards quality. She has pointed out imaginative attention is called for to combine use of professional techniques with attitudinal orientation and persuasive approach.

Dr. Shah has rightly observed that there is no increased awareness that healthcare is a service sector which requires a human orientation to be developed and sustained both at primary health centres in rural areas, as well as nursing homes and hospitals in urban areas. The need for synchronization of the professional approach of healthcare providers and the humanitarian interests of the healthcare recipients is being increasingly felt. Growing international cooperation in the healthcare sector at governmental and non-governmental levels has also accorded primacy to its human resource perspective.
Rabi N. Misra: “Human Resource Management after Globalization” (2009). Human Resource Management (HRM) is a management function that helps managers to recruit, select, train and develop members for an organization. HRM is concerned with the people’s dimension in organization. It plays an important source or asset to be used for the benefit of the organization, employees and the society. It is emerging as a distinct philosophy of management aiming at policies that promote mutuality – mutual goals, mutual respect, mutual rewards and mutual responsibilities. It cannot be treated in isolation. It is being integrated into the overall strategic management of business in present era.

After globalization, business organizations have realized that the need of the hour is to have skilled, well-trained and highly motivated staff to help with the growth of the organization. Each business organization invests time and money for the welfare and benefit of the employees, because they see merit in such activities. In present business scenario HRM has looked as a safety cap, which would involve smoothening of relations between management and workers. For the growth and development of any business organization HRM is very essential and need due consideration. This book is a collection of papers contributed by the eminent authorities on the subject.

The paper by Miss Ipsita Kar and Dr. R. N. Misra, titled as Human Resource Management After Globalization: Competency Mapping” deals with scope and objectives of the HRM in the changed scenario. High performance culture is considered significant in the present scenario. Strategic HRM has been defined as, “The linking of HR with strategic goals and objectives in
order to improve business performance and develop an organizational culture that fosters innovation and flexibility”. Strategic HR is all about facilitating and enhancing organizational goals. Towards this end, HR should:

- Harness its knowledge of the company’s internal strengths and weaknesses to supply competitive intelligence for planning purposes;
- Identify business needs and step up to the strategy table with new ideas;
- Apply cutting edge thinking to engage company executives in thought provoking questions;
- Activate resources that support the chosen business strategy and implement it effectively.
- Ensure that the work force is engaged, excited energized as well as capable of responding to organizational objectives in an efficient manner;
- Stir people to action and develop the next-generation leaders from the rank-and-file.
- Leverage individual talent and collective competencies to invert sustainable and distinct competitive advantage.

The authors have also discussed about the components of competency in details. The components are:

- Knowledge
- Skills
- Attitudes
- Motives and Traits
Self Concept

The paper also highlights as to how these are identified, who can do it, etc. and offer some tips on how to do it. The authors pointed out that competency mapping is essentially an in house job.

**Roopesh Kumar Misra and Rabi N. Misra:** In their paper titled “HRM Practices After Globalization” The objective of this paper is to present a conceptual framework for strategic management of human resources as a response to the growing interaction of globalization and business performance. While discussing HRM issues and challenges global markets the authors observe that 21st century, globalization poses distinctive HRM challenges to business especially those operating across national boundaries as multinational or global enterprises. Global business is characterized by the free flow of human and financial resources especially in the developed economies of European Union, North American Free Trade Agreement, other regional groupings such as the Association of South East Asian Nations, etc. These developments are opening up new markets in a way that has never been seen before. Number of factors that affect HRM in global markets are identified: 1) Culture 2) Economic System 3) Political System – the legal frame work and 4) Human capital, 5) Social environment and various factors.

In the case of developing countries, globalization poses distinct challenges to governments, the private sector and organized labour. These challenges, which must be addressed through a strategic approach to human resource management include:
1) Partnership in economic recovery especially in South East Asia.

2) Dealing with the ‘big boys’, the fund managers

3) Concerns over possibility of fraud in E-commerce

4) Implementing prescriptions for recovery and growth taking in to consideration the development agenda and unique circumstances of individual country.

It has been observed that by and large organizations have achieved relatively low levels of effectiveness in implementing Strategic Human Resource Management practices. As governments and corporate bodies brace up for the new millennium characterized by an ever increasing global challenge, developing countries have no choice but to develop and continuously upgrade the human resource and business competencies of their workforce. In the case of developing countries, distinct competencies are important to deal with not only the HR issues but also other including partnerships in economic recovery especially in South East Asia.

Babilata Shroff, paper titled “Globalization and Management of Human Resources in Rural Orissa”. She has discussed about globalization and the changing business environment in the introduction. She has observed that in the context of globalization the Human Resource Manager has to take decision on local conditions with a global vision. Though the pace of adjustment of the urban / industrialized and developed manpower is easier and quicker, it is not impossible for the rural unorganized mass. A practical and result oriented skill utilization effort of the manager could work as a
precious tool for their survival and growth. It is needed to collectively map the human resource requirements and put forth efforts for streamlining the management system so that skills, knowledge, employability and enterprise evolve for the benefit of the country. Globalization has changed the business environment, people live to work harder, longer and there is more pressure to perform. The Globalization demands from the HRM to work in multiple skills, technologies, domain and platforms.

3.4 FOREIGN AUTHORS

Gary Dessler, (2002), the book titled “Human Resource Management” 7th Edition is a very popular book on the subject. The book has been divided in 18 chapters. The chapters cover introduction, EEO, job analysis, recruitment and placement, testing, interviewing, training, development, quality and productivity, appraising, careers, pay, incentives, benefits, labour, guaranteed Fair Treatment, Safety and international HR. Below is the gist of a few chapters which have got bearing on the current research.

There are basic functions all managers perform: planning, organizing, staffing, leading, and controlling. These represent what is often called the management process. Staffing, personnel management or human resource management is the function focused on in this book. It includes activities like recruiting, selecting, training, compensating, appraising and developing. HR management is very much a part of every line manager’s responsibilities. These HR responsibilities include placing the right person in the right job,
orienting training, and compensating to improve his or her job performance. The HR manager and his or her department carry out three main functions. First, the manager exerts line authority in his or her unit and implied authority elsewhere in the organization. He or she exerts a coordinative function to ensure that the organization’s HR objectives and policies are coordinated and implemented. And he or she provides various staff services to line management, for example the HR manager or department assists in the hiring, training, evaluating, rewarding, promoting and disciplining of employees at all levels. Changes in the environment of HR management are requiring HR to play a more major role in organizations. These trends include growing work force diversity, rapid technological change, globalization and changes in the nature of work such as the movement toward a service society and a growing emphasis on education and human capital.

Trends like globalization and technological innovation are changing the way firms are managed. For example, the traditional pyramid shaped organization is giving way to new organizational forms, employees are being empowered to make more decisions; flatter organizations are the norm; work is increasingly organized around teams and processes; the bases of power are changing, managers in the future will not “manage” and managers today must build commitment. Changes like these mean that organizations must depend more on self-disciplined and highly committed employees.

The chapter on recruitment and placement focuses on several basic types of interviews, factors and problems undermining the usefulness of an interview. The five steps in the interview include: plan, establish rapport,
question the candidate, close the interview, and review the data. Guidelines for interviews include: use a structured guide, know the requirements of the job, focus on traits you can more accurately evaluate (like motivation), let the interviewee do most of the talking, delay your decision until after the interview and remember the EEOC requirement. The steps in a structured or situational interview are: job analysis, evaluate the job duty information, develop interview questions with critical incidents, develop benchmark answers, appoint an interview committee and implement. As an interviewee, keep in mind that interviewers tend to make premature decisions and let unfavourable information predominate; your appearance and enthusiasm are important; you should get the interviewer to talk; it is important to prepare before walking in – get to know the job and the problems the interviewer wants solved; and you should stress your enthusiasm and motivation to work, and how your accomplishments match your interviewer’s needs.

In the chapter on Training and Development the author has focused on technical skills training for new employees and for present employees whose performance is deficient. For either, uncovering training requirements begins with analyzing the cause of the problem and determining the training that may be needed. Remember to ask whether it is a training problem or a more deep rooted problem like poor selection or low wages. The training process consists of five steps: need analysis, instructional design, validation, implementation, evaluation. Some principles of learning theory include: make the material meaningful by providing a bird’s eye view and familiar examples, organizing the material, splitting into meaningful chunks, and using familiar
terms and visual aids, make provision for transfer of training and try to motivate your trainee. Job instruction training is useful for training on jobs that consist of a logical sequence of steps. Vestibule training combines the advantages of on and off the job training. On the job training is a third basic training technique. It might take the form of the understudy method, job rotation, or special assignments and committees. In any case, it should have four steps; preparing the learner, presenting the operation, doing performance tryouts and following up. Other training methods include audiovisual techniques, lectures and computer assisted instruction. In gauging the effectiveness of a training program there are four categories outcomes you can measure: reaction, learning, behaviour and results. In some cases where training seems to have failed, it may be because training was not the appropriate solution.

In the chapter on the Managing Quality and Productivity the author has in brief discussed about flexi-time, quality circle etc. Flexi-time is a plan whereby employees’ flexible workers are built around a core of midday hours, such as 11 A.M. to 2 p.m. It seems to improve employee attitudes and morale, increases production, and decreases tardiness, however. Unavailability of key people at certain times and the difficulty of scheduling activities like meetings can be problems. Flexi-time and other flexible work arrangements are aimed in part at tapping employees’ needs to be treated as responsible human beings and to that extent they boost quality of work life.

A quality circle is a group of five to ten specially trained employees who meet for an hour once a week for the purpose of spotting and solving
problems in the work area. Steps to establishing a quality circle program include planning, training, initiating and operating. Problems to be aware of include: poor attitudes such as, “This is just another program,” and “Management pays no attention to our ideas”. Agendas outside the circle’s expertise; problems that are too difficult to handle, scheduling problems; and fear of interference from the union.

Self-directed teams carry out interdependent tasks and use consensus decision making to choose the other team members, solve job-related problems, design their own jobs, schedule their own break times, and do much of their own work planning and review. At firms like Saturn, such teams contribute to building commitment by enriching and empowering employees’ jobs.

Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. HR contributes to reengineering processes by its effect on: building commitment to reengineering; team building; changing the nature or work, empowering jobs.; moving from training to education, and shifting focus from activities to results.

Samuel T. Hunter, Liliya Cushenbery, Tamara Friedrich: Book titled, “Hiring an innovative workforce - A necessary yet uniquely challenging endeavor”. To increase innovative performance in work settings, most scholars agree that organizations need both an environment
that is supportive of creativity as well as employees with high levels of creative potential. Substantial research effort has been aimed at understanding work contexts that facilitate creative thinking, yet less is known regarding how to most effectively recruit and hire creative talent. To fill this knowledge gap and guide future research efforts, the book discusses the most predictive of creative potential as well as the means and methods for assessing this potential. In addition, the book also explores the challenges to quantifying successful innovation, proposing that creative achievement represents a unique and specialized form of organizational performance. Supplementing this discussion the book provide recommendations for obtaining high-quality, substantive criterion data. The book concludes with a brief discussion on recruitment and long-term selection strategies for innovation.

John M Ivancevich, (2011) book titled “Human Resource Management”. This is the 10th edition of this book and the book is very much useful as a text book for the management students. The book has been divided in 17 chapters which comprehensively all aspects of HRM including the latest developments in HR.

HRM is a function that plays a vital role in the success of organizations. HRM is viewed as relevant to managers in every unit, project or team. The focal point of HRM is people; people are the lifeblood of organizations. Without them, there is no need for computer systems, compensation plans, mission statements, programs, strategic planning or procedures. Because HRM
activities involve people, the activities must be finely tuned, properly implemented, and continuously monitored to achieve desired outcomes. The uniqueness of HRM lies in its emphasis on people in work settings and its concern for the well-being and comfort of the human resources in an organization. HRM is action oriented, individual oriented, globally oriented, and future oriented. It focuses on satisfying the needs of individuals at work. HRM is a necessary function. Effectively performed, it can make the crucial difference between successful and unsuccessful organizations. One of the challenges faced in HRM is that many decisions require input from both operating managers and HR specialists. This dual purpose can lead to conflict, or it can result in more effective HRM decisions.

A sound HRM program can contribute to organizational end results such as socially responsible and ethical behaviour and high-quality, competitive products and services. Understanding the characteristics and composition of the labour force is important when designing an HRM program. HRM has become strategic area and is now recognized as important in creating and implementing the overall strategies of a firm. Specific strategies, challenges facing both HRM and the firm include global competition, productivity and quality, workforce diversity, and the caliber of the workforce. Organizational factors – including goals, organization culture, the nature of the task, the makeup of the work group and the leader’s style and experience – must be taken into account to maximize the effectiveness of HRM. An attitude is a characteristic and usually long-lasting way of thinking,
feeling and behaving. A preference is a type of attitude that evaluates an object, idea or person in a positive or negative way.

Chapter 4 has discussed the critical issues faced by organizations that conduct international business. Global human resource management is an important component of an organization’s success in a global market place. For an organization to become a successful international enterprise, it must be sure that its HRM policies can accommodate a culturally diverse workforce.

Chapter 8 has explained what is involved in making effective selection decisions. The basic objective of selection is to obtain the employees who are most likely to meet the organization’s standards of performance and who will be satisfied and developed on the job. Selection is influenced by environmental characteristics: whether the organization is public or private, labour market conditions and the selection ratio, union requirements, and legal restrictions on selection. Reasonable criteria for the choice must be set prior to selection. The best way to identify these criteria is through thorough job analysis.

Chapter 9 explains formal performance valuation of employees is the HRM process by which the organization determines how effectively the employee is performing the job. It takes place primarily for white collar, professional, technical and managerial employees. It rarely is done for part time employees, and only for about half of all blue-collar employees. Although the data are not entirely clear and criticisms in some cases are warranted, it appears that, if properly done, performance evaluations and feedback can be useful for most organizations and most employees. The purposes that a
Formal performance evaluation can serve include: a) development, b) reward, c) human resource planning and d) validation. Performance evaluation interviews that involve feeding back evaluation information can be effective if the evaluation information is meaningful, clear and helpful. On the other hand, feeding back information can be quite stressful if the evaluation is considered unfair, inaccurate, and poorly designed. Selecting the best evaluation approach for the employees and managers to use is an important decision.

Compensation is the HRM function that deals with every type of reward that individuals receive in exchange for performing organizational tasks – wages, salaries, bonuses, commissions, benefits and non-financial rewards like praise. The objective of the compensation function is to create a system of rewards that is equitable to the employer and employee alike. Compensation should be adequate, equitable, cost-effective, secure, incentive-providing, and acceptable to the employee. There is early evidence linking pay and productivity from the time of the Code of Hammurabi in the 18th century B.C. However, high performance requires more than understanding the relationship among pay, motivation, satisfaction and productivity.

Chapter 13 deals with training and development. The author states that the principal purposes of orientation are:

a. To reduce start-up costs of a new employee.

b. To reduce the fear and anxiety of the new employee.

c. To reduce turnover

d. To save time for supervisors and co-workers
e. To develop realistic job expectations, positive attitudes toward the employer, and job satisfaction.

Training is a form of education to which the following learning principles can be applied:

a. Trainee must be motivated to learn.
b. Trainee must be able to learn.
c. Learning must be reinforced.
d. Training must provide for practice of the material.
e. Material presented must be meaningful.
f. Material taught must transfer to the job.

Management development is the process by which managers gain the experience, skills and attitudes to become or remain successful leaders in their organization. Management and professional development is designed to reduce obsolescence and to increase employees' satisfaction and productivity.

Chapter 15 discusses labour relations and collective bargaining. A labour union (employees association) is an organization of employees formed to advance, through collective action its members’ interests in regard to wages and working conditions. Labour relations are the continuous relationship between a defined group of employees (represented by a union or association) and management (one or more employers). This relationship includes the negotiation of a written contract concerning pay, hours, and other terms and conditions of employment, as well as interpretation and administration of this contract over its period of coverage.
Particularly the last chapter that is the 17th Chapter of the book on Managing Employee Discipline is the most crucial task that the HR department has to address more seriously.

Some of the most difficult human resource management problems involve handling difficult or ineffective employees. Most deviant or difficult employees’ problems probably have multiple causes. Some of these are:

a. problems of intelligence and job knowledge
b. Motivational problems.
c. Emotional problems
d. Physical problems
e. Family problems
f. Problems caused by the work group
g. Problems originating in company policies
h. Problems stemming from society and its values
i. Problems form the work context (for example, economic forces) and the work itself

Categories of employees that cause discipline problems include:

a. Ineffective employees.
b. Alcoholic and drug-abusing employees
c. Participants in theft, crime and illegal acts
d. Rule violators

The discipline process involves the following:

a. The employer establishes rules and goals.
b. These rules and goals are communicated to employees
c. Employees’ behaviour is modified, punished and so on.

d. Depending on the behaviour, its severity and the number of offenses, an employee may be terminated.

Discipline is an area in which help is needed from many areas: supervisors, HRM, the work group, arbitrators and top management. Each has a crucial role to play if the discipline system is to be effective.

**Mirza S Saiyadain, (2010), book titled, “Human Resources Management”**- The expression, Human resource Management (HRM) is a relatively recent title for all aspects of managing people in an organization. It represents a broad based understanding of the problems of people and their management in view of the development of behavioural science knowledge. The first chapter deals with evolution of HRM and HRM functions, emerging HRM functions and their impact on the organization and its workforce, human resource information system and its place in the HRM.

Human resource planning is discussed in chapter 3 of the book. It deals with need for HR planning exercise in an organization, the process involved in human resource planning, job analysis, job description and job satisfaction, different methods of forecasting, knowing sources of supply of Human resources.

Various agencies in recruitment, the methods for screening, comprehensive understanding of the different methods of selection, about taking selection decisions, when multiple methods of selection are used, and the current issues in recruitment and selection are discussed in chapter 4. In
today’s highly complex and competitive situation, choice of right personnel has far-reaching implication for an organization’s functioning. Employees well-selected and well-placed would not only contribute to the efficient running of the organization but offer significant potential for future replacement. Hence, building and maintaining an effective human organization becomes the most important management function.

Group Discussion: Another frequently used technique for the selection of supervisory and management staff and particularly for management trainees in India is known as group discussion. Before the individual, face-to-face, interview takes place a group of applicants ranging from six to ten are either provided a company situation or a topic on which they are allowed some time, to discuss among themselves. The discussion is preceded by a preparation time which provides an opportunity to the applicants to think of the subject matter and evolve a strategy of making their contribution.

Group discussions are generally unstructured. There are no predetermined expectations of who will perform what role. What is seen is how the group takes its shape, what is this shape and who has contributed most to this. Depending upon the job expectation a variety of things could be examined. Generally, the quality of content, its delivery, time management, interpersonal competence, and behaviour in the group are assessed. The assessment is done by more than one person who is also members of the interview panel. These assessments are done independently.

Chapter 6 is on work motivation. It deals with what is meant by motivation and why people work, some major theories of motivation and the
related Indian research as well as the role played by money as a motivator has also been discussed in this chapter.

One more important topic discussed in this book is relating to perception and communication. This topic clarifies reasons for distortions in perception, the power of expectation, different directions of communications, how do the people in organizations communicate with each other, what are the causes of problems in communication, and how to overcome with these barriers in communications.

The most useful aspect of this book is it starts with a case study which is based on the Indian situation and gradually introduces to the topic under discussion on scrutinizing the case. This helps the reader to easily understand the point that has been made out. The book is very much useful not only to the management trainees but also to the practicing managers.

This is the sixth edition of the book. Indian industry is waking up to the challenges thrown in by market economy. To survive in this highly competitive scenario, managers are being pressurized to improve quality, increase productivity, cut down waste and eliminate inefficiency. The collective efforts of the employer and the employee assume relevance in this context. And this is where human resource management can play a crucial role. The book helps the reader to understand human resource in its proper perspective. The book has been divided in 6 sections: namely, 1) Nature of human resource management, (2) Employee hiring, (3) Employee and
executive remuneration, (4) Employee motivation, (5) Employee maintenance, (6) Industrial relations. The book has ample illustrations, examples and anecdotes drawn from the contemporary business world.

Human resource Management is a management function that helps managers plan, recruit, select, train, develop, remunerate and maintain members for an organization. HRM is the latest nomenclature used to denote personnel management (PM). HRM has four objectives, namely (i) social, (ii) organizational, (iii) functional and (iv) personal. An organization must have set policies, definite procedures and well-defined principles relating to its personnel. These contribute to the effectiveness, continuity and stability of the organization. HRM offers several career opportunities to the aspirants.

The environment of HRM comprises both external as well as internal forces which have their impact on the practitioners of the profession. The external environment includes political-legal, economic, technological and cultural factors. The internal environment consists of unions, organizational culture and conflict, and professionalism. The study of the environment enables HR experts to become proactive in their approach to personnel aspects.

Human resource Planning (HRP) refers to the estimation of the number and the type of people needed during the ensuring period. HRP is significant as it helps determine future personnel needs; ensures protection to worker sections; acts as a basis for other personnel functions; help overcome resistance to change; and so on. HRP is influenced by several factors, such as
the type and strategy of organization, environmental uncertainties; time horizons; type and quality of information; and type of jobs being filled.

Job analysis is the process of collecting job-related data. The data, thus collected, will be useful for preparing job description and job specification. Job description lists job title, duties, machines and equipment involved, working conditions surrounding a job and the like. Job specification lists the human qualities and qualification necessary to do the job. Job design affects employee productivity, motivation and satisfaction. Hence, care must be exercised in designing jobs. Organizational, environmental and behavioural factors affect job design. Work simplification, job rotation, job enlargement, job enrichment, autonomous group working, and high performance work design are the popular techniques of job design.

Recruitment is the process of searching for and obtaining applications so as to build a pool of job seekers from when the right people for the right jobs may be selected. The purpose of recruitment is to build a pool of applicants. Recruitment represents the first contact a company makes with potential employees. Recruitment done well will result in better selection. Both external as well as internal factors would govern the recruitment, process. Demand and supply of specific skills, unemployment rate, labour market conditions, legal and political considerations and the company’s image are the external factors. Among the internal factors are recruiting policy of the organization, decision to have temporary and part time employees, HRP, size of the organization, cost of recruitment and growth and expansion phase.
The philosophy of attracting as many applicants as possible for given jobs guided recruitment activities in the past. These days, the emphasis is on matching the needs of the firm to the needs of the applicants. This would minimize employee turnover and enhance satisfaction. Elastic job preview and job compatibility questionnaire help achieve this.

Selection refers to the process of picking the right candidates from the pool of applications. Selection is significant as it has its impact on work performance and employee cost. Selection is generally done by the HR department often in consultation with the line managers. Selection is an eight step process, commencing from preliminary interview and ending with evaluation and control.

Training and development activities are designed, considerable costs notwithstanding, to impart specific skills, abilities and knowledge to employees. Distinction is often made between training and education, and between the two and development. Training refers to imparting specific skills. Education is the process of theoretical learning in classrooms. Development refers to learning opportunities designed to help employees grow and evolve a vision about the future. All the three form a part of training and development – only target groups of employees differ. Training is confined to shop-floor workers and development is meant for executives. Education, of course, is needed for all employees, irrespective of their hierarchy.

Skills, education, development, ethics, attitudinal changes and decision-making skills go into any programme of training and development. A programme of training and development is important as it lends stability and
flexibility to an organization, besides contributing to its capacity to grow. Accident, scrap, and damage to machinery and equipment can be avoided or minimized, thanks to the programme. Furthermore, future needs of employees will be taken care by training and development.

Performance appraisal refers to the assessment of an employee’s actual performance, behaviour on jobs and his or her potential for future performance. Appraisal has several objectives but the main purposes are to assess training needs, to effect promotions and to give pay increases.

Employee remuneration has different connotations for different people. For an employee it means status and standard of living, for the employer it adds to the cost; and to the HRM administration of remuneration is an important activity. Remuneration comprises both financial as well as non-financial benefit. External and internal factors have an impact on an employee’s pay package. Factors external to an organization include, labour market, going rate, cost of living, labour unions, labour laws, society and the economy. Internal environment, on the other hand, internal factions, include the company’s ability to pay, job evaluation and performance appraisal, and the worker himself/herself. Employees are paid incentives in addition to wages and salaries. Incentives are linked to performance. This leads to better motivation among employees. Reduced cost, reduced supervision, reduced scrap and the lie are the other benefits of incentives. Quality of the products is likely to decline. Introduction of an incentive scheme is difficult, too. Jalousies creep in among workers. Problems associated with incentive schemes may be overcome and the plans may be made to serve their
purpose, provided several safeguards are taken. Consultation and cooperation of workers are only examples of such pre-requisites.

Fringe refers to all those monetary benefits that the employees receive in addition to direct remuneration. Fringe benefits are popular because they enhance employees’ earnings, help attract and retain competent personnel, reduce fatigue, minimize overtime costs and discourage labour unrest.

Motivation in simple terms may be understood as the set of forces that cause people to behave in certain ways. Motivated employees are always looking for better ways to do a job. A motivated employee, generally, quality oriented. Highly motivated workers are more productive than apathetic workers. Motivation is an important concept that has been receiving considerable attention from academicians, researchers and practicing HR managers. In its essence, motivation comprises important elements such as the need or content, search and choice of strategies, goal – directed behaviour, social comparison of rewards, reinforcement and performance satisfaction. Several approaches to motivation are available.


All managers should understand the importance of human resource management. Doing so helps managers avoid problems like hiring the wrong person for the job. And more important, it can help ensure that managers get results through people. Today, with employers competing in a challenging
new environment, employers expect and demand more from their HR managers.

Strategic planning is important to all managers. The management planning process includes setting an objective, making forecasts, determining what your alternatives are, evaluating your alternatives, and implementing and evaluation your plan. All managers need to be familiar with the basis of job analysis. Job analysis is the procedure through which you determine the duties of the department’s positions and the characteristics of the people to hire for them.

The recruitment and selection process entails five main steps,: decide what positions to fill; build a pool of candidates for these jobs; have candidates complete application forms; use selection tools and decide to whom to make an offer, in part by having the supervisor and others interview the candidates. Recruitment and selection starts with personnel planning and forecasting. All managers need to understand with why effective recruiting is important. Filling open position with internal sources of candidates has several advantages. Understanding how to recruit a more diverse workforce is important. The recruitment process invariably includes developing and using application forms to collect essential background information about the applicant.

Careful employee selection is important for several reasons. Your own performance always depends on your subordinates; it is closely to recruit and hire employees; and mismanaging the hiring process has various legal implications including equal employment, negligent hiring and defamation.
A selection interview is a selection procedure designed to predict future job performance based on applicants’ oral responses to oral inquiry, and several basic types of interviews are discussed in the book. Steps in conducting an effective interview include making sure you know the job, structuring the interview, getting organized, asking questions, taking brief unobtrusive notes during the interview, and reviewing the interview.

Getting your new employee on bound and up to speed begins with orienting and training him or her. Employee orientation means providing new employees with the information they need to function, and helping them start being emotionally attached to the firm. Before training employees, it’s necessary to analyze their training needs and design the training program.

Before appraising performance, managers should understand certain basic concepts in performance management and appraisal. Performance appraisal involves setting work standards, assessing the employee’s actual performance relative to those standards, and providing feedback to the employee. Managers should appraise employees based on the criteria previously assigned, and the actual standards should be specific, measurable, attainable, relevant and timely. Talent management is the automated process of planning, recruiting, developing, managing and compensating employees throughout the organization.

Each aspect of HR has been discussed in greater detail in the respective chapters. The discussion is more or less centered keeping in view the American work environment. Currently due to globalization and as number of American companies have made inroads in India, the Indian
firms/companies are also emulating the American culture. Specific examples in the Indian contexts would have enriched the book for the Indian readers.


HR measurement is valuable to the extent that it improves vital decisions about talent and how it is organized. To have genuine strategic impact, HR measures must be embedded within logical frameworks that drive sound strategic decisions about talent. Talent refers to the potential and realized capacities of individuals and groups and how they are organized, including those within the organization and those who might join the organization.

On recruitment, the author says that, the recruitment is a form of business contest and it is fiercely competitive. It begins with a clear statement of objectives, based on the number and types of knowledge, skills, abilities and other characteristics that an organization needs to achieve its strategic business objectives. Recruitment objectives are also based on a consideration of the gender and ethnic group representation of the workforce, relative to that of the surrounding factor force. Finally, a recruitment policy must spell out clearly an organization’s intention to evaluate and screen candidates without regard to factors such as race, gender, age or disability. The actual process of recruitment begins with a specification of workforce requirements – numbers, skills mix, levels and the time frame within which such needs must be met.
Recruitment may involve internal or external labour markets, or both. Internal recruitment often relies on succession plans, job posting, employee referrals or temporary worker pools. Many external recruitment sources are also available. In managing and controlling recruitment operations, considering a hiring management system that calculates the cost of operations, analyzes the performance of each source, and estimates payoffs of successful recruitment efforts, because the number of hires who actually perform their jobs successfully determines recruitment success.

In staffing an organization or an organizational unit, it is important to consider its developmental stage – embryonic, high growth, mature or aging – in order to align staffing decisions with business strategy. It is also important to communicate an organization’s culture, because research shows that applicants will consider this information to choose among jobs if it is available to them. To use selection techniques meaningfully, however, it is necessary to specify the kinds of competencies that are necessary for success.

In the context of managerial selection, numerous techniques are available, but the research literature indicates that the most effective ones have been mental ability tests, personality and interest inventories, peer assessments, personal history data and situational tests. Projective techniques and group discussion, the in-basket, and business simulations, lies at the heart of the assessment-center method. Key advantages of the method are its high validity, fair evaluation of each candidate’s ability, and flexibility of form and content. Other features include the use of multiple assessment
techniques, assessor training and pooled assessor judgments in rating each candidate’s behaviour.

On performance management the author states that the performance management requires willingness and a commitment to focus on improving performance at the level of the individual or team every day. Like a compass, an ongoing performance management system provides instantaneous, real time information that describes the difference between the current and the desired course. To practice sound performance management, managers must do the same thing – provide timely feedback about performance, while constantly focusing everyone’s attention on the ultimate objective.

At a general level, the broad process of performance management requires that you do three things well: define performance (through goals, measure, and assessments), facilitate performance (by identifying obstacles to good performance and providing resources to accomplish objectives), and encourage performance (by providing timely rewards that people care about in a sufficient amount, and fairly).

Performance appraisal is necessary, but not sufficient, part of the performance-management process. It serves to major purposes in organizations (1) to improve the job performance of employees, and (2) to provide information to employees and managers for use in making decisions.

Performance appraisal is done once or twice a year in most organizations, but research indicates that this is far too infrequent. It should happen upon the completion of projects or upon achievement of important
milestones. The specific rating method used depends on the purpose for which the appraisal is intended.

A career is a sequence of positions occupied by a person during the course of a lifetime. Career planning is important because the consequences of career success or failure are closely linked to an individual’s self-concept and identity, as well as with career and life satisfaction.

Generally speaking, pay systems are designed to attract, retain, and motivate employees, achieve internal, external, and individual equity, and maintain a balance in relationships between direct and indirect forms of compensation and between the pay rates of supervisory and nonsupervisory employees.

About incentive the author say that in terms of incentive plans, the most effective ones are simple, specific, attainable, and measurable. Consider merit pay, for example. Merit pay works best when these guidelines are followed: (1) Establish high standards of performance; (2) develop sound performance management systems; (3) train supervisors in the mechanics of performance appraisal and in the art of giving constructive feedback; (4) the rewards closely to performance; and (5) provide a wide range of possible pay increases.

On the whole the discussion in this book was in the context of environment that prevailed in the USA. The illustrations and case studies in Indian context would have been more useful for understanding the text.
Arun Monappa, (2011), Book titled, “Managing Human Resources”

In recent times, particularly with liberalization of the Indian economy and its gradual and halting integration with the world economy, the Human Resources (HR) function in India has got the important that it has in the developed world, in particular. Perhaps, due to the abundant manpower available and relatively low cost, this did not merit undue consideration earlier. But now it is realized that with equal opportunities to acquire technology, finance, systems, the cutting edge of an organization will be its Human Resources. That is the difference between one company and another in the marketplace, other things being equal, will be the quality, skill, attitudes and commitment of the HR, which will either see the company achieve good results – profits – or decline – losses.

One of the aims of the HR strategy is to achieve a close match between corporate business objectives and the objectives of the HR function. The corporate strategy is to be linked with the HRM strategy to check the HR implications of strategic planning. The need for personnel to be motivated or reoriented according to this integrated approach has to be given emphatic thought.

Diversity in the composition of the workforce, is the result of both constitutional provisions, and the political circumstances based on socio-anthropological compulsions. Management of these diverse groups has resulted in the cropping up of HR issues, related to manpower planning, selection and appraisal. In a developing country with teeming unemployment,
if opportunities get reduced due to the quota system, those left out have to compete in a very narrow segment creating emotional stress and strain. There are also issues of integration of such a diverse group with sometimes strong feelings towards each other.

The book has given several case studies which are useful in understanding the subject already dealt in this book.


Traditionally, training and development was not viewed as an activity that could help companies create “value” and successfully deal with competitive challenges. Today, the view has changed. Companies that use innovative training and development practices are likely to report better financial performance than their competitors that do not. Training and development also helps a company to meet competitive challenges.

Customers are demanding high-quality products and services. As a result, employees must understand how to monitor and improve the quality of goods and services. Training and development plays a key role in helping companies meet these challenges. To do so, companies need to train employees to work with persons from different cultures.

The role of training has broadened beyond training program design. Effective instructional training remains important, but training manages, human resource experts, and trainers are increasingly being asked to create systems to motivate employees to learn, create knowledge and share that
knowledge with other employees in the company. Training has moved from an emphasis on a one time event to the creation of conditions for learning that can occur through collaboration, online learning, traditional classroom training, or a combination of methods. There is increased recognition that learning occurs outside the boundaries of a formal training course.

Companies want a work force that is motivated and productive, has up-to-date skills, and can quickly learn new skills to meet changing customer needs. Employees want to develop skills that not only are useful for their current jobs but also are congruent with their personal interests and values. Employees are interested in developing skills that can help them remain employable with either their current employer or a future one.

Chapter 1 introduces the reader to the role of training and development in companies. Chapter 2 discusses how training practices and the organization of the training function can support business goals. Because companies are interested in reducing costs, the amount of resources allocated to training is likely to be determined by how much training and development activities help the company reach business goals. Topics related to determining programs are covered in Chapter 6. Chapter 3 discusses how to identify when training is appropriate. Chapter 4 addresses the learning process and characteristics of a learning environment, and it provides practical suggestions for designing training to ensure that learning occurs. Chapter 5 emphasizes what should be done in the design of training and the work environment to ensure that training is used on the job. Chapter 6 discusses how to evaluate training programs. Chapter 7 discusses
presentational methods, hand-on methods. Chapter 8 introduces the new technologies being used in training. These technology-based training methods include Web-based instruction, distance learning, e-learning, iPods, and simulations and blended learning. Chapter 7 & 8 both conclude by comparing training methods on the basis of costs, benefits and learning characteristics.

As the author has rich experience in training and development the book is enriched with illustrations which has made the book invaluable one.


This is a book which exclusively and extensively covers the area of management. The book has been organized in accordance with the traditional functional approach and combines all the concepts of management theory and practice with balanced coverage of various approaches to the subject matter. The material has been presented in a clear, unambiguous and well-structured manner. The concepts are made up-to-date and the most recent thinking on the managerial issues and approaches.

The part II Section (C) dealt with the Staffing function: The Management of Human Resources. There are a number of factors that contribute towards the success of an enterprise. These factors include capital, equipment, man power etc. While all the factors are important, the human factor is the most significant one, since it is the people who have to use all other resources. Without the productive efforts of its workers, the materials and resources would be of no use.
Staffing is the traditional management function of attraction and selection of the best people and putting them on jobs where their talents and skills can be best utilized, and retention of these people through incentives, job training and job enrichment programs, in order to achieve both individual and organizational objectives. This emphasizes managing human and not material or financial resources.

Human resources planning is important in providing the following direct benefits to the organization.

1. It improves the utilization of human resources by helping the management forecast the recruitment needs in terms of both number as well as the types of skills required and develop ways to avoid or correct problems before they become serious and disrupt operations.

2. It helps focus the recruitment efforts on the most likely sources of supply.

3. It makes provisions for replacement or back-up staff from either inside or outside the organization whenever the need arises either on temporary or permanent basis.

Retention: The hiring process and the training process are very costly. It requires a lot of time, effort and money during the process of selecting the right person who would be most suited to the job. It would be even more costly if the right person once hired, leaves the organization because the work environment was not such where his potential would be
most utilized and recognized. It is necessary to create a working environment which will be conducive to maintaining the work force and keeping them in high morale. The employees should be fairly paid for their work and a conceptual environment created in which the employees feel a sense of belonging with the company. The following are the functions which are involved in retention of work force:

1. Compensation administration.
2. Labour relations
3. Auxiliary employee services: Like recreational facilities, food services, company newspaper, athletic facilities for the employees etc.

Managerial Development: In the words of David W. Ewing, “The managerial personnel must realize that they will not survive unless they keep pace with modern management education, research theory, principles and practices.” ¹ The management development effort is undertaken to satisfy a number of organizational objectives.

1. To ensure that managers at all levels of the organizations are able to perform their jobs effectively.
2. To avoid managerial obsolescence.
3. To provide for managerial promotion to higher level ranks.
4. To provide opportunity for managers to seek new challenges and new venues for personal growth and internal satisfaction.

¹ Ewing, David W., “The Knowledge of an Executive.” The Educational Development Series I.p.181
**Directing & Leading Function:** Directing and leading comprise the managerial function of guiding, overseeing and leading people. Direction is concerned with directing the human efforts towards organizational goal achievement. Since the purpose of directing is to make effective use of employees, it is usually initiated by the higher echelons of management.

Leadership is an integral part of management and plays a vital role in managerial operations. If there is any single factor that differentiates between successful and unsuccessful organizations, it could be considered as dynamic and effective leadership. The book has discussed various traits of leadership traits and theories.

The book has also a chapter which deals with the motivation comprehensively. Right from the concept of motivation, the author has given significance of motivation, various theories on motivation and impact of motivation on the work culture in an organization.

**Communication:** It is a process of passing information and understanding from one person to another. It means transmitting and sharing of ideas, opinions, facts and information in a manner that is perceived and understood by the receivers of the communication. Effective communication is very essential for management to successfully perform its functions. It is an essential ingredient in management-employee relations.

**Lin Grensing Pophal:** The HR: Human Resources Management for Business.
Many businesses understand the need for good HR management. After all, hiring, keeping and managing employees are a mission-critical activity that affects a business’s ability to succeed.

However, a gap often exits between understanding the importance of HR management, and the ability to effectively manage different HR issues. For business owners and managers who find themselves facing this gap. The HR Book is an excellent resource.

The first part of the HR Book tackles the hiring process. Employers learn how to create a job ad, reach potential hires, review applications, prepare for and conduct interviews, check references, select the final candidate and make a job offer.

The book then addresses issues affecting hired staff. Topics include: intellectual property rights, contracts, company policies, issues related to pay and work hours, benefits, employee absenteeism, performance evaluation and dealing with employee problems. Each subject is touched on briefly, with a comprehensive overview of HR issues being the final result.

One of the most useful aspects of this book is that each section is based on legal HR issues. From the hiring process forward, each section includes information on Canadian and U.S. legal guidelines, helping employers manage their employees — legally. For example, in one section, the author outlines prohibited areas of pre-employment questioning. In another, the need to have employees signs an acknowledgement stating they have read the employee handbook is explained.
Another useful aspect of this book is the various templates included, such as the letter confirming employment, personnel record, non-disclosure and non-competition covenant, disciplinary warning letter and dismissal letter.

The HR Book addressed both Canadian and U.S. employers, where different laws affect employers depending on their location. Due to these variations, each sample contract should have included information on which local and regional laws that were taken into account when each sample contract had been drafted. This would have helped employers understand whether they could use the templates in their location.

Overall, the HR Book is an excellent resource that is designed to help employers hire and manage their employees.

As stated hereinabove the book is best suited for the Canadian and US employees and the employers as the labour laws in those countries vastly differ from those prevailing in India. However, it exposes the reader to the labour laws environment and the approach of the managements.

1. Hunjra, A. I., Chani, M. I., Aslam, S., Azam, M., & Rehman, K. U. (2010), in their study measured the effect of human resource management practices like autonomy, leadership behaviour and team work on job satisfaction with a sample of 295 employees working in different banks of Rawalpindi, Islamabad and Lahore. The finding was found that employees weigh more to leadership behaviour and team work environment, than autonomy, to enhance their job satisfaction. So the management should focus on leadership behaviour to their employees and should provide them with a
good team work environment which will enhance their level of job satisfaction. This will also reduce absenteeism and turnover. The empirical analysis of this study suggests that male employees should be prioritized while formulating human resource strategies as compared to female employees. The human resource strategies should not be devised on gender discrimination basis but include both categories that is male and female.

2. Vanar, V. M. (2012), in his study investigated the relationship between employees’ satisfaction and industrial relations in selected industrial units of Ahmedabad and Anand districts. It was found that inadequate welfare measures and absence of motivation are the root problems for indiscipline, and so employers should urgently frame such effective employee’s welfare policy which motivates them to work efficiently without creating troubles in the organization. It was also found that job satisfaction is important because the committed and engaged employees create satisfied work group which leads to pleasant industrial relations. It also came to know that employers should take suggestions from employees while making any policy which affects the industrial relations of the organization.

3. Parvin, M. M., & Kabir, M. M. (2011), in their study examined the major factors contributing to job satisfaction in pharmaceuticals companies selected for the study. The findings indicated that specially in pharmaceuticals companies money is a good motivator. Salary, efficiency in work, and co-worker relations are also the important factors in giving maximum satisfaction
to the employees. A good work environment and good work conditions such as cleanliness, lighting, noise and furniture arrangements also play a significant role. Moreover, fair competitive environment like fair treatment, fair compensation, and fair work hours will improve the job attitudes and the employees will be willing to put more hard work and will give good results to the organization. Security of job is also an important aspect especially for male employees as compared to female employees.

4. Akanbi, F. K., & Ojokuku, R. M. (2012), in their study evaluated the effect of participation of workers in training programmes on their job performance with a sample of 127 respondents of administrative staff in Ladoke Akintola University of Technology, Nigeria. This study highlighted that training is a very significant factor that must be introduced in the work schedule. Participation in training and development programme was discovered to have strong effect on the job performance of the administrative staff and the types of training offered to the staff were also relevant to job needs. It was found from the study that the implication of this would increase job performance and thus making it possible to achieve the overall organizational goal of the university setting.

5. Chaddha, V., & Pandey, R. (2011), in their research investigated the impact of work environment on employees’ efficiency with a sample of 62 respondents. It was found that good working environment encourages
creativity among the employees and more job involvement. It came to know that some external work environment including infrastructure facilities are correlated with the productivity of the employee. Along with that internal work environment especially job related pressures have their negative impact on employee productivity such as workers relationship with management, co-workers, fringe benefits and workers place of residence. Moreover, it was also observed that physical facilities and psychological factors directly bears on employees productivity, and so the organization should focus more on creating conducive working environment by reducing employees stress, boredom and unhappiness.

6. **Ojo, O. (2009)**, in his study examined the impact of corporate culture on employee job performance as well as on organizational productivity by selecting Nigerian banking industry with a sample population of 78 employees. It came into light that corporate culture is an important ingredient to foster satisfaction among the employees. It also enhances the productivity of the organization. It was found that there is a positive relationship between organizational culture and job satisfaction of employees. And therefore organizations should try to redevelop such culture which can make positive impact on employee’s behavior which ultimately increases their job performances and organizational productivity.
3.5 CONCLUSION

On going through the various books, journals, reports it has been observed that the whole concept of human relation management plays a key role in the success of any enterprise. Particularly after the liberalization and globalization the role of HR has assumed greater importance as the competition amongst the various market players has become stiff. It is a specialized field for which there are n’ number of books is available. However, the books covering case studies in the Indian context are comparatively limited. However, whatever reading material was available has proved to be very useful in understanding the concept and utility of the HR in the modern industry, particularly there are number MNCs with origin abroad.

References


