Chapter: 2 Review of Literature

1. As per the research studies done by the researcher Bagozzi (1978), he identifies the relationships between two variables i.e. job satisfactions and performance of sales employees on which he concluded that job satisfaction is more when there is a positive impact on the performance of the employees in the job, he also identified that if there is no proper role allocation of employees it lead to a negative impact on the satisfaction level of the employees thereby decreasing the productivity of employees in an organization, whereas role conflict has significance negative impact on job satisfaction, which can be easily understood if a proper job analysis is done by the organization to its employees by helping the employees to know their key responsible areas KRA of the employees thereby increasing the productivity and performance of the job assigned to the employees in due course of time.

A blend of allocating the right person at the right time with a right place is the key for any HR department so that the employees are satisfied in whatever task and duties are assigned to them within the organization thereby acquiring their productivity to 100%.

2. Freeman (1978) explains this reluctance of the profession: “first, [attitude] is subjective variable which measures “what people do” rather than “what people say”, and second, economists are wary about studying what purports to be measuring individual utility”, was among the first to find empirical evidence that job satisfaction is a significant determinant of the probability to quit, a result which is used by the author to argue that job satisfaction should not be distrust as a mere subjective variable.

The author also argues that job satisfaction is subjective in nature that depends on various variables in an organization like the description of work, working environment, roles and responsibilities, motivational rewards, career path and so on, which is different for all the employees in an organization.
A satisfied employee will tend to give more output than an unsatisfied employee for which the organization have to find out various elements as to what makes the employee satisfied thereby helping the organization to achieve the objectives of the organization at large.

3. **Mowday, Steers, & Porter, (1979)** explains that job satisfaction is the appraisal of one’s job experience results into the positive emotional state, which is developed slowly over time compared to satisfaction and has been more extensive. One’s identification with and their organizational loyalty can be called as organizational commitment that they have. According to **Brown & Peterson, (1993); Williams & Hazer (1996)**; the organizational commitment of the employees is only achieved when they are satisfied with their job; this conclusion is made after a lot of research that they have done. Job satisfaction amongst employees plays the most important role as there is always a positive energy behind the employees mind when the work is done.

A well-structured job design will help the employees to be more happy and loyal to the organization wherein the productivity and performance of them increases and in turn also benefits the organization to continue attaining the employee’s loyalty which in turn acquires customer’s loyalty.

4. **Mobley et al (1979)** concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (i.e. the higher the satisfaction with supervision, the lower the turnover). Employee satisfaction is important as the job done by them is the final outcome on the customers. A satisfied employees will be happy in doing the job assigned to him/her where in the input on satisfied employee will be less and the output will be more so that the performance of the employee increases thereby increasing in the productivity.

5. **Staw (1980)** Organizational psychologists have also claimed that workers’ efforts may be highest when they first join an organization and may decrease over time. When this is been observed at that time the authors states that it’s time to give some medicines to the employees in the form of employee engagement, motivation, orientation, training and development, job
analysis, performance management, career guidance and so forth. He also specifies the reason for the lowering the performance may be due to the inefficiency of working of employees towards the job, no proper job analysis, no structured work environment and culture etc.

A good trainer has to identify the reason of a drop down in the productivity of the employees and accordingly try to work out proper training modules so that the employee’s productivity and performance comes back to the normal stage.

6. **Litchenberg (1981)** in his paper studied the relationship between firm specific, on-the-job training and productivity of employees. He developed an empirical framework for identifying the relationship between training and productivity of employees of various U.S. manufacturing firms. Various moderators were identified in the study like the amount of time spent on job by the employees, type of job, age of the employees, total tenure of employees in the same firm, etc.

The outcome of the author analysis was training which helped the employees to generate more productivity for the organization and also increased the performance of the employees. He studied that a well-planned training module planned by the HR department helped the employees to perform at their best post training was been imparted to them. The author compared the performance of employees before and after the training where by the results were high up to 20% increase in the performance of the employees.

7. The employee efficiency is affected when the employees are working in the same organization for long because of declining satisfaction. This also results in demoralization of the employees as stated by **Mobley (1982) and Straw (1980)**. There is incurring of productivity when the replacement of the hired and retained employees is taken place.

The time period plays a very important role in the employee’s performance which clearly explains why the new employee’s performance is below that of the departed veteran employee. The longer period of the time the employee works the better is their performance.
Therefore a good work experience improves the performance of the employees. However, the negative relationship between the turnover and productivity has been found in many studies as the productivity loss may be obviated if the replacement eventually becomes more efficient. Huselid (1995) found this negative relationship between productivity and turnover.

8. Russel et al., (1985) found that training was correlated with sales volume per employee and store image in a sample of retail outlet stores. Now a days training is one of the crucial element that all organization is focusing on their employees as there are various methods of training which are in the form of on the job training as well as off the job training. All employees in an organization should go for training as there is an enhancement of working style of employees before and after the training which is been observed and has resulted in the enhancement of productivity and performance of an employees be it in an individual work or in a team.

Training results into generating employee understating as to how to do the job in a well-established manner so that the work efforts of the job becomes less thereby giving benefits to the employee input and enhances its productivity.

9. Samuel Filon (1985), in his article, describes that, there has been a growing interest in the degree to which human resource systems is changing. The ratio of output to input helps the organization to measure the performance of an enterprise. It is not easy to identify variety of ratios as the measurements of ratios depends on various variables which can be physical or financial, also the ratios also depends on what are the different parameters of inputs have been considered to measure the performance evaluation, several productivity ratios may be defined, and the network of relationships between them demonstrates how one productivity ratio can improve at the expense of another. The effect of productivity ratios on unit cost can then be explored and the effect of input factor prices (such as wage rates) ascertained.

10. A.P. Singh & Patiraj Kumari (1988), in their study held that the individual needs strength, motivation and job involvement in relation to job satisfaction, productivity and absenteeism. One can postulate the notion that productivity is a consequence of the total effects of various
individual and situational variables. Since the development of industries and technology, different terms like need of strength, work motivation, job involvement, job satisfaction, performance and absenteeism have been the relevant topics of research. These variables seem to have been receiving considerable amount of theoretical as well as empirical attention of the researchers in recent years.

There is a high demand of productive employees in an organization which are worldwide accepted. In order to be productive the organization are helping the employees by providing them with varied training be it on the job or off the job which is helping the employee to increase their performance thereby increasing their productivity.

11. A study on two variables which a researcher considered in their research work which are organizational commitment verses the job satisfaction by Glisson and Durick (1988) in a service organization & they identified that both the variables are dependent variables. The characteristic of organizational variables results into its size of the workgroups, age, budget, leadership etc. which act as one of the important ingredients of organizational commitments, whereas the characteristics of job satisfaction as also equally important & hard in its own sense.

A job analysis that contains job enlargement and job enrichment should be used to define the right set of job to each and every employees so that they are fit within their roles and characteristics of the work assigned to them.

12. Nordstrom, Rucker, Hall (1988) stated that productivity improvement programs like behaviorally- based management training programs lead to increase in productivity of employees of various public sector firms. In their study they also found that along with training non- monetary rewards also helped in increasing employee productivity and performance. The overall correlation between off -the job training given to employees and their productivity was 0.31.

He analyzed that there was a direct relationship between the employee productivity with the performance along with the training and development of the organization. On the job and off
the job training modules helps the organization to impart the right way of understanding the jobs to its employees thereby reducing the cost of non-working environment.

13. **Barron, Black, Weinstein (1989)** in their study examined the impact of on-the-job training on employees’ wages, productivity growth and employer hiring standards. The survey of 2,625 employees in various large scale industries across USA showed that training and wage growth were positively correlated ($r=0.15$) and also training and employee productivity were positively correlated ($r=0.3$).

The authors focused on the productivity, performance of the employees in connection with the training and development which was given to the employees for getting their work done. The observation results into a correlation between the productivity and performance of the employees as against the training, motivation, employee engagement delivered by the organization towards its employees.

14. **Argote and Epple (1990)** state that “turnover may matter more in organizations where jobs are not standardized and procedures do not exist for transmitting knowledge to new members”. There are lot of reports earlier wherein the employees leave the job within few days, the reasons behind this is employees are not happy with the work assigned to them, the work environment is not too good, lot of issues in the management etc. there can be various reason towards the turnaround of employees in an organization, the author suggest that if an organization want to reduce the turnaround of employees then organization should have an effective HR system been laid down and have to be implemented and changed from time to time for the betterment of employees morale and benefits so that they are kept happy in the organizational and they don’t leave the organization.

15. **Goldstein, (1991)** suggest that assessments of employee and organizational needs as well as business strategies should be conducted and then used in selecting training methods and participants. Human Resource Planning is an utmost important step which should be in a proper sink so that there is no more or less employees in an organization. A careful understanding should be made and analyzed by an HR manager who have to identify the
demand and supply equation so that no excess and no shortfall of employees should take place in an organization.

The selection should incorporate group discussion, personal interview, aptitude test, operation round etc. which can judge an applicant in all rounded manner. Ones the applicant is shortlisted, proper orientation and induction program should be given which can help the employee to understand the employer expectation towards the employee thereby helping the employee to increase the employee productivity and performance.

16. There are various strategy that an HR manager should consider, one of the important HR strategy consider in an organization is to bring about a diversity in the workforce within an organization which will help the workforce to focus on the desired goals of an organization in a better way, where by the achievement of these goals can be met, which the researcher Tyson 1997 & Salaman 1992 have tried to identify in their research paper related to an HR strategy.

Strategic Human Resource Management is the happing buzz word in the current HR industry wherein the new reforms, policies of HR is projected and highlighted so as to not be in the race of domestic completion but also to fight in the race of international completion. Strategy Human Resource Management is created so that the organization as well as the employees functions in a different way thereby making them unique, different in the competitive market and giving them an upper edge in the market.

All HR strategy should be changed at regular interval of time which cannot be stagnant as there is a change in an external environment thereby forcing the business environment to change.

17. Keaveney, (1992) The term employee turnover is a negative sign that all the organizations which they have to avoid it as the retail industry is highly employee intensive .The employee turnover talks about the employees leaving their jobs due to various reason and to fill the gap again becomes a difficult task for the HR as there is a tremendous cost involved with a tedious process of HR. In order to reduce the employee turnover it’s always advisable to keep
the experienced and knowledgeable staff which can help the store to flourish well in the sales along with their productivity and also helps the organization to increase its productivity.

The author states the reason for a high turnover of employees whereby the reasons are no proper job analysis, too much of stressful environment, no monetary and non-monetary rewards, considering employees as slaves and a liability too much work pressure etc. and with all, this reasons the employees feel pressurized and leaves the organization.

18. For every organization it's very much important that their employees are performing their jobs or not as assigned to them from time to time, the behavior of the employees towards their job will help the organization to understand that whether the employees job performance will help the organization to achieve their goals which are pre-set by an organization as per the researcher Campbell (1993). A proper job performance will help the employees to get motivated resulting into working more than what is been expected.

In order to study the job performance the author highlights that the new and modern methods should be used so that there is no ambiguity amongst the employees whose performance is been evaluated. A well-structured job performance process is laid down in the HR policies will help the employees to have a clear understanding as to what is expected from them, so that they can work in a better way and increase their performance and productivity in an organization.

19. In order to get beneficial in the performance of employees the researcher highlight that the model of employee involvement in their job plays one of the vital role in an organization, however the researcher Watson and Mahoney (1993) also comment that this model may not be beneficial to all the organization as the model is expensive in implementing and there are many organization who doesn’t have a good HR budget to implement it. Now a days the organization is using the model of participative management culture thereby helping the organization to generate new ideas, opinions from the employees. The authors compares the communication process from traditional to modern aspects wherein the communication
process has been changed from top to bottom and from bottom to top and had been restructured to the model of participative model of communication.

20. **Vandenberg and Self (1993)** in their study for accessing newcomers’ changing commitment to the organization during the first six months in different periods as first day, third and sixth month and found that there is decline in levels of organizationally relevant attitudes over the periods; and concluded that initial work experience and socialization can affect organizational commitment of an employee.

The author states that the employees comes and joins the organization with a different skill set which are much more stronger personally when they join the organization they have high expectation from the organization and this lead to losing interest in working of employees within the organization, as a matter of fact each employees are no hat perfect to do the job as per the industry standards, wherein these standards are globally recognized by the HRD ministries which have to be followed by the employees working in an organization.

21. **Bernardin and Russel (1993)** have introduced an HRM approach. This approach outlines to sustain in this competitive advantage, there result in three ways of alternative, for human resource management. Since the organization adapts to the constantly changing environment, the first alternative is where an active role is been taken by the human resource management in an organization for a change process. Second approach explains how human resource management can help in the competitive organization and its survival by looking into the environment opportunities and threats and internal weaknesses and strengths for formulating appropriate strategies. The third approach explains how human resource management by acting as an intermediary between the business and the stakeholders by creating strategic unity through appropriate practices can lead to sustainable competitive advantage.

The three alternatives mentioned above if not acted upon in the time phased manner can affect the organization and later the employee productivity and performance that is, it won’t benefit the organization.
22. **Chandra (1994)** in his study surveyed various Indian manufacturing industries and analyzed the need to provide training to employees for increasing the industry and employee productivity to compete internationally. They stated that in order to sustain in technological world, industries have to cultivate an ability among the employees to adjust to latest world class techniques which can be done through training measures only which later increase their productivity. Also according to them macro-economic factors affect the investment climate and extend of the resource available to enhance productivity.

In order to face, fight and win completion the author states that a proper blend of training and development should be induced in the employees so that the employees are aware as to what is expected from them resulting into working towards their goal achievements.

23. **Ichniowski, Shaw, Prennushi (1995)** in their paper analyzed the effects of human resource management practices like training on the productivity of employees and on productivity of firms separately. They stated that firms nowadays give training to employees for multiple jobs regularly to improve the employee and firm productivity. They collected longitudinal data of lower level employees of twenty six steel manufacturing mills and their results supported the conclusion that training provision increased the productivity of employees. \( r=0.22 \).

The study also highlighted that a correlation between the employees training along with their productivity and performance, which was the main focus in the research paper. Training is not only given to employees to perform a certain amount of task allocated to them but also help them to make multitasking within their role so as to survive in this intensive competitive market.

24. The citing reduced productivity was concurred by **Casio (1995)** during the learning period as the turnover with the highest individual cost. The study that found learning period for replacement employees varies from 10 weeks for office workers and clerical workers to 104 for broker trainees, this is highly reliable on the complex position being filled, and this was a study by a major brokerage firm cited by Cascio. The study also revealed that, there was a
range of 60% for office and 85% for clerical workers to 85% for broker trainee; this is the range for the lost productivity during the first third learning period for the subjective departments. There were also the high levels of productivity which was continued in the second third and the final third of this period of learning. It is also very clear that the adequate employee wages to avoid such losses would be in order due to the high cost of lost productivity.

25. **Jackson and Schuler (1995)**: Pg. 255 explains the business is affected by environment and it’s possible that it effects on the organization. They believe that a lot of research is needed to understand the shaping of the internal and the external environment.

- There should be value given to the perspective and attitudes which could be exhibited, by the employees towards their behaviors.
- The outline of human resource policies, philosophies and practices which the employees exhibit.
- The organization criteria that will define the employee’s effectiveness and the future effectiveness of the organization’s levels of achievement.
- The employee effectiveness and the achievement level of the employee are defined by these criteria.

Moreover the researcher states that the relationships between various other outcomes and the HRM have to be studied in the near future as they are bound to change and fluctuate due to external environment.

26. **MacDuffie (1995)** suggests “any different roles played by employees in an organization results into a dis balance in the overall human resource system, in which no theory gives a clear conceptual practice towards the practices distressing, inspiration from those affecting, skill. A significant issues and challenges with respect to the individual practice towards the employees were highlighted by Doty and Delery (1996).

There are various researchers who have spoken towards the various HRM practiced that is used in various organization, however no one is clear to which practice of good HRM
system will be effective to an organization as the perception of each system differs from one organization to another.

**Appelbaum (2000)** explains their prescription is based on the rubric called the ‘AMO’ theory of performance, explaining that motivation, opportunities and employee performance is grounded on their capability.

The model as mentioned above helps to give a clear understanding that a good HR system will help the organization to perform at its best thereby serving employees in a motivated manner which will help the employees to retain their interest and morale in the organization thereby helping them to achieve theirs as well as organization productivity.

27. **McGrath and Koch (1996)** examined the influence of a set of HRM practices on labor productivity, to find that investments in HR planning and in hiring practices are positively associated with labor productivity. The author highlights the role of an HR manager is very crucial and important as he is dealing with multiple people so that understanding every individual psychology is utmost priority.

A sound HR policies will help the HR department to perform in a streamlined manner thereby giving a decentralization of employee’s requirements in their personal manual so as to enable them to understand the policies in a better way.

28. Essentials of Human Resource Management and Industrial Relations, **Prof P. SubbaRao**, (1996), the author specifies that Human Resource takes active role in modern economic scenario of any country. He also point out that the abundant physical resource alone cannot benefit the growth of the country without Human Resource component, which transforms physical resource into productive resources. The quality changes done in the human resource in any organization will be reflected in the level of economic development of the countries.

The main reason showcased in these changes is due to the attitude, values, general orientation with regards to the quality of people that helps in the economic development of our country.
In an organization out of the fundamental areas of management, HRM is adjusted as the most important area whereby in the management of 4 M’s i.e. Men, Material, Machine and Money it is needless to be labor the obvious point that, considering the nature of men, the management of men is not only fundamental but also dynamic and challenging.

The organization has to manage Human Resource by guiding the employees into a dynamic organization that attains their objective with a high degree of morale and to the satisfaction of those concerned with it.

29. Murugesh, Devadasan, Aravindan, Natarajan (1997) in their paper stated that for attaining higher productivity and skill development in manufacturing systems, it is necessary to implement total quality management techniques through formal training. They developed a generalized manufacturing systems model along with productivity management model based on their survey. Questionnaires were prepared for 158 respondents of small size firms who stated that training is an essential activity, required for increasing productivity of employees.

The results were positive as these respondents were asked to do a work before the training program and were given training post which they had to do the same work. The output of the work increased to nearly 30% by the employees post providing them with training needs to perform a specific task of work in a stipulated time.

30. K. Aswathappa in its book on Human Resource and Personal Management (1997) spoken about the tremendous challenge in the market economy and as to which our Indian Industry is waking up to beat this highly competitive market scenario, due to this market there are lot of managers who are been pressured by the sector to increase sales, improvise quality, increase productivity reduce waste and discard inefficiency. In order to come out of this competitive environment there has to be participative efforts between the employer and the employee the role of Human Resource Management is very crucial.

31. The definition of productivity as defined by the Study of Living Standards by their Centre (1998) states that The relationship between the inputs of human, Non-human and resources
as against the output of goods and services used in the production process is usually expressed as the ratio as well, bigger the output and lower the input better for an organization in various forms such as cost benefits, goodwill, reduction in employee turnover, absenteeism, delegations of responsibilities etc.

Productivity of an organization is not just depended on one factor there are various factors that decides the organization productivity which are external and internal, out of this two factors external factors are highly influential than the internal factor which is ever-changing and not stable at all.

Productivity can be measured in various forms like partial productivity, total productivity etc. Productivity measurement helps the organization to identify the shortfall that the organization is lacking which in turn will help the organization to cover up the shortfalls in a better way for an overall goal accomplishment.

32. Russell, Terberg, and Powers, 1985; Bartel, 1994; Cianni and Wnuck, 1997; Ettington 1997; Barak, Maymon, and Harel, (1999), suggest that investments in training employees in problem-solving, decision-making, teamwork, and interpersonal relations result in beneficial firm level outcomes. A well planned investment in training, problem solving, team work will lead to enhancing the productivity of the organization as well as employees thereby reducing absenteeism, lethargic and will inculcate the positivity environment within the organization which can act as a sign of achievement for an employees in a better way.

The author comments that every year the organization should have an HR budget which can be utilized well in employee engagement, ice–breaking activity, outings, get-together wherein all the employees will have an interpersonal interaction with colleagues with whom they are working, so that a comfort is been set in the smooth working environment.

33. Stephen M. Bookbinder, L Jaimie Pickles, Charles H. Watts (1999), in their research paper building an HR Value Chain, highlights that the strongest relationship between client maintenance is executor maintenance and workers. They highlighted that the value chain is
between the client and the employees, if the chain is strong then the relationships continues but if its week then the chain breaks. A sound HR value chain should be designed where in all the parties in the chain gets benefit. In order to make the chain strong a sound training program should be applied so that the employees are very much aware as to what the customers want thereby giving them a value for money experienced in the services offered to them.

34. A retailer develops retail mix strategy keeping in mind requirements of target customer in such a way that right merchandise is offered at right price at right place using right people, right promotion and presentation of the store. Gilbert (1999) mentioned that the retailer should look at the following aspects of retail mix.

a. Merchandise: Brands, range, quality, service level, warranty and packaging.
b. Price: Level, Discounts, payment terms, customer’s perceived value, quality/price.
c. Place: Format, Location, accessibility, distribution channel and coverage.
e. People: Number and types of employees, training and up gradation, motivational measures.
f. Presentation: Store visual merchandising, layout.

35. Noe (1999) there is more learning involved in the part of the employees when there is a link between their training and their current job experiences. This is because there is an enhancement of the meaning fullness of training by experience. The practice strategy as well as other characteristics of the learning situations chosen with the opportunities enhancing the training experience. He also mentioned that when there are opportunities given to the employees learning takes place in an effective way. Also for obtaining the conditions and objective under the sessions of practices involves a criteria that should be well conducted. He mentioned that there should be some feedback given to the employees for effectiveness, for this the feedback should be conducted in a transparent manner with the employees thereby increasing the morale of the employees.
36. **Konrad, Mangel (2000)** in their research examined the relationship between training practices and firm and employee productivity. The survey of 45 organizations, focusing on women employees stated that professional women workers had a stronger positive impact on their productivity when they were given off the job training. Organization size, public and private sector differentiation were controlled factors.

There are various factors which a trainer manager of an organization should take into consideration before a training is been given to the employees this includes the controlled factor such as budget, costing, employees and uncontrolled factors such as government regulations, norms, political interference etc. Productivity of employees also are connected with controlled and non-control variables.

37. **Kishalaya Dasgupta (2000)**, in his empirical study ‘Productivity & Human Resource Management’, examines the relationship between productivity and industrial relations in a sample of five organizations situated in and around Durgapur industrial belt of West Bengal over a period of ten years starting from 1980-81 to 1989-90. On the basis of these empirical findings, the paper recommends appropriate measures for improvement of industrial relations viz-a-viz productivity of those organizations. There is a direct relationship between industrial relation and employee productivity, the organization should motivate the employee and have to formulate a sound industrial policies so that employee are happy in what they are working for which it can help them to enhance the productivity for themselves as well as for the organization.

38. According to **Corstjens and Lal (2000)** promise fulfillment by a brand is the most important parameter in customer loyalty. According to Day (2003) loyalty should be judged with customer behavior and attitudes. The customers who are loyal by behavior do not have emotional connection with a brand but the customers who are emotionally loyal to brand are emotionally connected and they never change their loyalty. The loyalty segment of the customer which the author states are due to the loyalty businesses of the employees, who had worked, survived and delivered all the jobs as per the requirements of the organization.
The employees are well trained, organized and motivated by the organization so that they can serve the customers in a proper manner which then helps them to enhance the productivity of both themselves as well as the organization in a proper forefront.


40. The measured productivity as output divided by the total employment is studied by Barret et al (2001); this was computed during the years 1993 and 1995. There were training variables derived from the detailed interrogative statement series which were connected to a number of employees involved in training, the time and cost spent in the training including the forgone training by the employees. While talking about this we can recognize three measures which are included i.e.

   a) The ratio of total number of persons who have been training to the total people employed.
   b) The ratio of total number of days spent in training to the total number of employment.
   c) The ratio of total time and cost spent to the total payroll.

There was differentiation made between the generic numbers of days spent from the training in specific. Now, the training that are generic would include the broad skills and knowledge and the trainings that are specific would be directly included to the operation of the company. When there was a statistical test done on this, it explained that there was a positive effect on the productivity growth but no such effect on the specific training was observed.

41. Bradford C Johnson in his article Retail the Wal-Mart Effect Mc Kinsey Quarterly (2002) stated that technology alone is not contributing to higher productivity. Another big retail
giant Wal-Mart, have different stores which have been identified, the role of IT is not just the only aspect to increase the store productivity, in fact due to the tremendous managerial innovations within the organization helps the employees to train better in a cross cultural aspects so that the employee performs effectively thereby increasing the productivity of the stores, due to shuffling in the job profiles of the employees from one department to another and a continuous monitoring and training given to the employees at the store the productivity increases to around 10 to 20 percent.

The author also focused in a proper job analysis to be done to its employees as to allocate the right person at the right time, right place, right service, right cost, and right quantity with right quality whereby the emphasis is on the 7 R’s principle of retailing. Employees should be trained be it on the job training or off the job training as the employees who are trained increases their performance resulting into enhancement in the productivity of the company as well as the individual growth of the employees also takes place.

42. David Gilbert (2003). The success of much organization may be related to the way they have improved the operation of their business through investment in technology. The significant contribution and efficiency can be directly related to the application of scanning and stock control systems. Modern technology is transforming the retail environment and has helped many companies expand their operations.

The author suggest in order to make a hassle free retailing the retailer has used various new technologies such as RFID, Satellite communication, GPS tracking devices in order to deliver a quick services to its customer, because of new modern technologies the employees are at a loss as there is a tremendous lay off within the retail store, also to train the employees with the new changes becomes a difficult task for the store and this results in coming up with a concept of online retailing.

43. The important reason that results into the fall of our textile industry is due to an extensive cost competitive market, highly fragmented market, lack of technological advancement in this industry, the researcher Chaturvedi Atul Ministry of Textiles Joint Secretary
Government of India (2003), also pinpoints that as this industry is highly a labor intensive industry there are no such labor laws which are operated in a stream line manner and due to this non-operational laws that is allowing this industry to erode its productivity from the employees and a non-delivery of production schedules.

The working environment of employees in the textile industry is bad, the employees are not given proper training, motivation, proper pay package, no proper ventilation etc. as a result of which the input is more and the output is less.

He also states that due to tremendous competition that has arrived from foreign countries, the price of manufacturing in India has increased compared to the import textile and this has led to a dis-balance between the customer and organization. Reduction in cost in the form of not benefiting the employees is the serious problem in the productivity of employees in the organization.

44. Motowidlo (2003) define job performance as based on employee behavior and the outcome is vital for the organizational success. There are various parameters that the author specifies when a job performance is been done by the organization, it includes two most important environment i.e. internal as well as external. The employees are been rated considered on both the factors so that a balance in the performance evaluation can be made by the organization. Motivation, Training and development are the internal factors that the organization inculcates in an employee’s so that the outcome of the employees becomes positive resulting into acquiring the goals, objectives and mission and vision of the organization.

45. The most important reason for an organization to be successful is the employees job performance , on which the researcher Muchinsky (2003), says that a job performance is the combination of the employees behavior working together in an organization , he further highlights that the job performance should be regularly monitors, measured and constantly evaluated by the heads of the department so that the outcome which is been delivered by the employees helps the organization to achieve their set goals. A well designed performance
structure by an organization will help the employees to get a clear idea as to what is the organization expectation towards them so that they can work in coordination with the employee’s goals and objectives.

Job performance will help the company to rate the employees in a transparent manner and this in turn will generate a healthy environment and smooth working by the employees in the organization.

46. **Henderson, Washington, Butler (2003)** in their paper used data from National organizations survey and examined the relationship between training in organizations and their impact on business productivity and employee productivity. The moderators in the study were size of the organization, the age of the organization, the percentage of minority workers, the percentage of female workers, and whether the organization was a private corporation. They found a positive correlation between the training given to employees and their resulting productivity. As training, motivation career enhancement, employee engagement forms the common part of the HR module for training which results into analyzing the employee productivity and performance by reacting a sound human resource for the organization.

47. **According to Guest et al, (2003)** the future will be a big challenge for organization, seemingly there is more urgent and even search competitive advantage. There has been a lot of discussion that the organizations that the valuable, scarce and inimitable resources can be acquired and utilized. Meeting these challenges or getting a solution to this must be best able by the organizations. It is discussed that employees can be deployment through appropriate human resource practices and the organizations cultural management. Choosing the suitable kind of performance indicator for the assessment of the performance of the organization can be tough.

This is because the performance is referred to number of organizational outcomes. Anyhow, there reasons can be looked into keeping the subjective and objective aspects in mind; it leads to a consequence of being helpful to select a combination of excellent staff for the enhancement of productivity of employees.
“Organizations will support employee training but it will vary and this variability leads to the question, why do some organizations value training more than others”? This important statement was made by Wentland (2003). Without looking into how much the company values training we can say that the amount of training can be limited by the organizational constraints. Wentland tried to balance the organisational constraints and the need for balance by developing a training method which he called the “strategic training of employees model” (STEM).

He also mentioned the three aspects that an organization contains of which is 1) people 2) goals 3) structure. The two aspects that are the goal and the structure cannot function or exist without people. The people being the basis for these two aspects it is considered the most important. It is the people who set targets for the organization and this is how even the structure is formed.

The organisational levels are depended on people always. Hence any product which is displayed in the market it essentially depends on the employees who are working to build the product at all levels.

Assessing the productivity of UK Retail Sector Templeton College (2004). Productivity is the most difficult and complex concept to measure in an industry. It widely differs from country to country, within country from organization to organization and within organization from department to department and within department from one employee to another employee and hence it is difficult to make comparison.

“Most of the retailers consider productivity concept as used in manufacturing or other business and measure labor productivity or capital productivity is not very much useful in retail sector. This is because these measures do not provide an insight into their own efficiency or effectiveness. Most retailers prefer to combine various parameters like labor, space, cost and other financial metrics to arrive at some measures of productivity.
50. **S.K. Srivastavao (2004),** in the article, ‘Impact of Employee Welfare on Employee attitudes and job satisfaction in Management & Employee Studies’, attempts to see the effect of welfare activities/facilities on job satisfaction and attitude of workers towards management amongst the workers of private and public sectors. If employers/workers are satisfied, their attitudes are also pro and positive which plays a great role in the development of an organization.

The author specify that employees are the internal customer for an organization and this customer should be satisfied first than the external customer as they generate positive publicity to the external customer thereby helping the organization to reduce the marketing expenses to a greater extent.

Job satisfaction and right attitude towards the job by the employees helps the employees to do the job in a proper manner which helps them to remove any defects and hurdle in their performance.

51. **T.P. Singh & Ajay Batish (2004),** attempted to improve productivity of workers performing highly repetitive tasks through various interventions. The study was conducted in an engine bearing manufacturing facility at whole punching station. Motivating workers to improve productivity has been a major agenda for the management of this operation. Worker productivity was found to improve most as a result of participative target setting and the management providing continuous feedback of performance.

The author states that good working conditions, providing a challenge and ongoing feedback can be advantageously applied to improve worker productivity in industry for respective tasks and for this the organization are continuously strive at their best to give the best of the best benefits to their employees thereby helping them to increase the productivity and performance of both the employees as well as the organization.

52. **Dr. Hitesh J. Shukla (2004),** in his article observed that the productivity is important for the growth and development of the corporate, in this competitive world. Overall, the unit should