PREFACE

The whole object of human resource management is to secure from the employees maximum performance in terms of the pre-determined objectives. The employees should be committed. Dale Yoder describes commitment as "the syndrome of attitudes, understanding and feelings that identify the team dedicated participant. In his view, each manager seeks to develop and maintain morale which Yoder describes as "evident commitment", that is, "exhibiting the behavioural symbols and symptoms of personal commitment."

How does one therefore get this commitment from an individual employee towards organizational goals and thus commitment towards improving the future of the organization rather than the individual himself in whom the individual employee is more concerned? Human beings have certain needs craving satisfaction of these needs with achievement of the organizational goals? What are the different patterns and philosophies of management and their implications with regard to individual effectiveness? These are some of the questions sought to be answered in this study.

It is generally believed that the compensation of workers employed in the organized sector in public sector in particular is not necessarily linked to their economic contribution in the productive process. It is now an accepted fact that most of the enterprises belonging to organized sector follow efficiency wage criterion to achieve their organizational goals.

It is also true that a very large part of the compensation package of employees working in these enterprises consists of non-wage components. The enterprises belonging to this set generally follow the policy of internalized labor
market which results in insulation of compensation packages from secular trends in productivity and HRM.

Seeking to understand human behaviour in the work environment is one of the most challenging and world while objectives for anyone who has ever worked with another individual. This study is an endeavour to contribute to the knowledge and understanding of human behaviour in the work milieu. It is a blend of a theoretical foundation and practical application, so that it is relevant to the tempo of organizational behaviour. Every manager would like to have a group of highly motivated subordinates.

However not all managers would define motivated behaviour in the same way. Some would see motivated behaviour as a drive to satisfy needs. Others might perceive it as a response to rewards. Of course, the way in which any supervisor interprets motivated behaviour, will in large degree determine how that manager elects to stimulate greater motivation. The motivation of people in the work environment is probably one of the more popular subject of seminars symposia, workshops and books yet it remains as one of the least understood subject.

The present study in the form of a thesis has been the outcome of studies of Researcher in Organizational Behaviour. The teachings and learning of these disciplines gave insight to the researcher to undertake the present study for his doctoral degree in human resource management and productivity.

The Researcher has selected BEL for the case study and applied part of motivating people at work. The Researcher had examined the actual process of motivating people at work in BEL and have given fruitful suggestions to the management of the company for motivating people and building their morale for higher productivity.
The researcher has divided the thesis into eight chapters. The first chapter is an introductory phase of the study which explains the concept of Human Resource Management and Methodology adopted for the research.

The second chapter discusses the concept of productivity, factor affecting productivity and also importance of productivity.

The third chapter has been devoted to the profile of study unit and also deals the details of the study unit.

The fourth chapter is very important part of the study. It examines the employee's performance appraisal of the study unit.

The fifth chapter has been devoted to the Relationship between Human Resource Management & Productivity.

The sixth chapter is an applied part of the study which examines the work behavior in HRM & Productivity, Job Satisfaction, Job Analysis.

The seventh chapter is on the employees welfare activities run by the study unit. Followed by suitable recommendations useful for the executives who are responsible for in encashing productivity & people.

The eighth chapter includes the conclusions of the study and various suggestions.
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PAWAN KUMAR
Research Scholar
DECLARATION

The researcher solemnly declares that the present study undertaken by him is the outcome of his sincere efforts and labor under the guidance of his worthy supervisor, Dr. J.K. Mittal. The researcher further submits that this study has not been submitted anywhere for any degree or diploma in any university or institute. The matter which was borrowed, has been duly acknowledged at several places in the study as well as anthology given in the end of the study.

Dated: