Chapter III
Theoretical Background to the study

3.1 Introduction

Human Resource Management is a relatively new approach for managing people in any business organisation. Since last few decades people are considered to be the crucial resource in this approach. HRM is concerned with the people element in management of an organisation. Since an organisation is a composed mainly of people, their acquirement, development of their skills, motivating them for higher levels of attainments, as well as ascertaining maintenance of their level of commitment are all crucial activities. These activities fall in the realm of HRM. Human Resource Management is a process consisting of four main activities, namely, acquisition, motivation, development, as well as maintenance of human resources.

Scott and Clothier have defined Human Resource Management as that branch of management which is responsible for concentrating on those aspects of procedures which are primarily concerned with the relationship of employers to employees and employees to employees and also with the development of the group and the individual also.

Human Resource Management is held responsible for maintaining good human relations in an organisation. It is also concerned with the development of individuals and aligning integration of goals of the organisation with those of the individuals.

Northcott considers human resource management as a scope of general management, that is consists of prompting and inspiring every employee to make his fullest contribution to the goal of a business. Human resource management is something that could not be separated from the basic managerial function. It is the major component of the broader managerial function. French Wendell, defines —Human resource management as the recruitment of human resources, their selection and development, compensation policies, utilisation and motivation of human resources by the organisation.

According to Edwin B. Flippo, —Human resource management is the process of planning, organising, directing and controlling of the procurement and development of the human resources to the end that both individual and societal objectives are accomplished. This definition discloses that human resource management is the most
significant aspect of management, which deals with the planning, organising, leading, directing and controlling the personnel functions of an enterprise.

3.2 Human Resources and Human Resource Management

Armstrong M (2006) rightly defines Human Resource Management as a strategic and coherent approach to manage any of the organization’s most crucial and valued assets - the people. These people are the ones who by working there individually and collectively team wise contributes to the achievement of the objectives of the organization. HRM involves each and every management decision and policy which directly affects the human resources who work for the organization.

HRM deals with people working in an organization. It is about taking care of their well-being so that they can work effectively as a group and contribute towards the success of the organization. HRM is also considered as the process of finding out what people want from their work, what an organization wants from its employees, and then matching these two sets of needs.
Wright, McWilliams and McMahan (1994) differentiated an organization’s human resources (the experienced and skilled employees) and the human resources systems. They have put forward strongly that an organization’s human resources have a much greater potential to generate value on a viable basis. But in order to create value, the human resources must display high levels of skill and the willingness, commitment and motivation, and also portray productive behaviour that is generated by the human resource practices. Therefore, HRM practices stimulate some behavioural outcomes along with the improvement of abilities and skills of employees. Barney (1991) emphasized that people or human resources may prove to be a source of continuous competitive advantage if the four basic and fundamental requirements of these people are fulfilled, i.e., through rare, inimitable valuable, and well organized human resources. As a result, it is imperative that an organization adopts HRM practices which make best use of its employees. Pfeffer (1998) proposed that the important seven HRM practices: security of job, selective employment of new people, teams which are self-managed and
delegation of decision making as the most fundamental principles of designing an organization, relatively high compensation packages dependent on organizational performance, rigorous training, reduced distinction of status and barriers, inclusive of uniform, language, arrangements of office and differences in wage across various levels, extensive sharing of the financial and performance indicators information throughout the organization are basic characteristics of the successful organizations. Currently, organizations have been facing high intensity of competition which is increasing day by day. Hence, managers must be on the continuous lookout for various ways to improve and maximize the utilization of human resources so as to improve their organizational performance.

3.3 Nature of Human Resource Management

The evolution of management of human resources can be accredited to the writings of the human psychologists and management thinkers who have attributed a great significance to the human factor in an organization. Lawrence Appley had remarked, ―Management is a personnel administration. This view is somewhat true as management of people is concerned with an effective and competent use of both the non-human as well as human resources. Thus management of human resources is considered to be a part of the management process. At the same time, it must be noted that human resource management is the most essential part of the process of management. HRM function is performed by all the managers. A manager who desires to get the best of his people, must undertake the basic responsibility of recruiting and selecting people who will work under him and help to develop, motivate and guide them. For the same, he can take the help of the expert services of the personnel department in discharging this responsibility. The nature of the human resource management has been emphasized in its following features:

1. Integral Part of Management: HRM is inherent in the process of management. This function is carried out by all the managers throughout the organisation rather than that by the personnel department only. If a manager wants to get the best of his people, he must take on the basic responsibility of selecting people who will work under him.

2. Ubiquitous Function: Human Resource Management is a ubiquitous function of management. It is performed by all managers at different levels in the organisation. It is
a responsibility which a manager cannot leave completely to someone else. However, he may stake advice and help in managing people from the experts who have special proficiency in personnel management and industrial relations.

3. Fundamental to all Functional Areas: Human Resource Management pervades all the functional areas of management such as operation management, financial management, and marketing management. That is every manager right from top to bottom, working with any department has to accomplish the personnel functions.

4. People Centered: Human Resource Management is mostly people centered and is germane in all types of organisations. It is concerned with all sorts of personnel from top to the bottom of the organisation. The broad classification of human resources in an industrial organisation may be as follows: (i) Blue-collar workers (i.e. those workers who work on machines and are engaged in loading, unloading etc.) and white-collar workers (i.e. office and clerical employees), (ii) Managerial and non-managerial personnel, (iii) Experts (such as Chartered Accountant, lawyers Company Secretary, etc.) and non-professional personnel.

5. Personnel Functions: Human Resource Management consists of several functions concerned with the managing people at work. It includes, employment, manpower planning, placement, training, motivation, appraisal and compensation of employees. For the enactment of these activities efficiently, a special department known as Personnel Department is formed in most of the organisations.

6. Continuous Process: Human Resource Management is not a function which can be performed in one shot. It must be performed incessantly if the organisational objectives are to be achieved.

7. Based on Human Relations: Human Resource Management talks about the motivation of human resources in the organisation. The human beings have to be dealt differently can’t and not like physical factors of production. Every human has different needs, expectations and perceptions. The managers should give proper attention to these factors. They entail human relations skills to deal with the people at work. Human relations skills are also needed for effective training performance appraisal, promotion and transfer of subordinates.
3.4 Objectives Of Human Resource Management

According to Scott and Spiegel, —The intents of Human Resource Management, in an organisation, is to obtain highest individual development, appropriate working relationships between employers and employees, and to affect the cornice of human resources are juxtaposed with physical resources. The most basic objective of human resource management is to contribute to the recognition of the organisational goals. However, the explicit objectives of human resource management are as follows:

(i) To ascertain effective utilisation of human resources as all other organisational resources will be efficiently utilised by the human resources. (ii) To establish and retain an adequate organisational structure of relationship among all the members working in an organisation by dividing the organisation tasks into functions, positions and jobs, and by defining evidently the responsibility, authority and accountability for each job and its relation with other jobs in the organisation. (iii) To produce maximum development of human resources of the organisation by offering prospects for advancement to employees through training and education. (iv) To make certain the respect for human beings by providing a number of services and welfare facilities to the personnel. (v) To ensure settlement of individual/group goals with those of the organisation in such a way that the personnel feel a sense of commitment and loyalty towards the organisation. (vi) To identify and gratify the needs of individuals by offering several monetary and non-monetary rewards. With an aim to achieve the above objectives, management of human resources comprises of the following activities: (i) Planning of Human Resources i.e., estimating the number and kinds of personnel required for filling the various positions in the organisation. (ii) Recruitment and induction of personnel (iii) Designing training and development of the employees for their proficient performance and growth. (iv) Evaluation of the performance of employees and planning remedial steps like their transfer from one work to another. (v) Motivation of workforce by providing monetary incentives and avenues of promotion. (vi) Providing Remuneration to employees. The employees must be given sufficient wages along with fringe benefits so as to achieve a standard of living which is considered high and to motivate them for higher productivity. (vii) Welfare and social security of employees.
3.5 Functions or role of human resource management.
The key functions or roles of human resource management are classified into two classes: Managerial Functions and Operative Functions

(a) Managerial Functions- The Following are managerial functions of Human Resources Management.

1. Planning: The planning function of human resource department is concerned with the steps taken in determining future personnel requirements, personnel programmes, strategies etc. After estimating how many and what kind of people are required, a personnel manager has to develop ways and means to motivate them.

2. Organisation: Under organisation, a human resource manager has to systematise the operative functions by designing the structure of relationship among jobs, personnel and physical factors in a way so as to have maximum input towards organisational objectives. In this way a personnel manager carries out the following functions: (a) planning of task force; (b) distribution of work to individuals; (c) incorporation of the efforts of the task force; (d) coordination of work an individual with that of the department.

3. Directing: Directing is concerned with the initiation of structured action and stimulating the people to work. A personnel manager directs the activities of people working for an organisation to get its function performed effectively. A personnel manager leads and motivates the staff of the organisation to track the path laid down in advance.

4. Controlling: It provides the fundamental data for establishing standards, job analysis and for conducting performance appraisal, etc. All these activities assist in effective control of the qualities, efforts and time of workers.

(b) Operative Functions: Following are the Operative Functions of Human Resource Management

1. Procurement of Human resources: It is concerned with the finding the proper kind and number of people necessary to accomplish organisation goals. It deals particularly with the subjects such as the determination of manpower requirements, their recruitment and selection, placement and orientation, etc.

2. Development of Personnel: Development has to do with increasing skills through training, which are necessary for proper job performance. In this process a number of
techniques of training are used to develop the employees. Designing a sound promotion policy, determination of the basis of promotion and conducting performance appraisal are the basic elements of personnel development function.

3. Compensation to Personnel: Compensation means finding of adequate and equitable remuneration to personnel for their contribution to attain organisation objectives. To determine the monetary compensation for so many jobs is one of the most difficult and vital function of the personnel management. Various decisions are taken into the function, viz., job-evaluation, inventive and premium plans, remuneration policy, bonus policy and co-partnership, etc. It also supports the organisation for implementing the suitable wages and salaries, policy and payment of wages and salaries at right time.

4. Maintaining Good Industrial Relations: Human Resource Management covers a very wide field. It is intended to reduce strikes, promote industrial peace, offer fair deal to workers and form industrial democracy. If a personnel manager is unable to make harmonious relations between management and labours, industrial unrest will take place and oodles of man-days will be lost. If the labour management relations are not good, than the moral and physical condition of the employee is definitely going to suffer, and it will be a loss to an organisation and to a nation. Hence, the personnel manager must generate harmonious relations with the help of adequate communication system and co-partnership.

5. Record Keeping: In record-keeping, the personnel manager obtains and maintains information concerned with the staff of the organisation. It is indispensable for every organisation because it supports the management in decision making such as in promotions.

6. Personnel Planning and Evaluation: Under this system various type of activities are evaluated for example evaluation of performance, personnel policy of an organisation and its practices, personnel morale, audit, survey and performance appraisal, etc.

3.6 Importance of Human Resource Management
According to Peter F. Drucker,—The proper or improper uses of the various factors of production depend on the needs of the human resources. Hence, besides other resources, human resources need more development. Human resources can increase cooperation, but they need proper and efficient management to guide them. Importance of personnel
management is actually the importance of labour functions of personnel department which are crucial to the management activity itself. Because of the following reasons HRM holds a place of importance.

1. It helps management in the preparation, adoption and continuing development of personnel programmes and policies.
2. It provisions for skilled workers through scientific selection process
3. It ascertains maximum benefit out of the expenditure on training and development and escalates the human assets.
4. It prepares the workers as per the changing needs of industry and environment.
5. It motivates workers and updates them so as to enable them for accomplishing the organisation goals
6. Through innovation in the fields of personnel, HRM helps in reducing costs and helps in increasing productivity.
7. It contributes in restoring the industrial harmony and maintaining healthy employer-employee relations.
8. It establishes mechanism for the management of personnel services that are given to the personnel department.

Thus, the role of management of human resources is considered to be very crucial in an organisation and it should not be underestimated especially in large scale enterprises. It is the crux to the whole organisation and is related to all other activities of the management i.e., marketing, finance production, etc. Human Resource Management is concerned with managing people as organizational resources rather than factors of production. It also involves a system to be followed in business organisation to recruit, select, train and develop human assets. It is concerned about the human dimension of the various dimensions of an organization. The achievement of organizational objectives depends, to a large extent, on the way in which people are recruited, trained, developed and utilized by the management. Therefore, appropriate co-ordination of human efforts and effective utilisation of human resources and others material resources are necessary.
3.7 History Of Human Resource Management In India

The concept of Management is not new to India. History states that the management guru Chanakya (the most reputed management thinker and economist in history of India, the advisor to King Chandragupta Maurya) provided a systematic treatment of managing of human resources as early as 4th century B.C. in his book titled "Artha Shastra". This treatise details the logical procedures and principles with respect to people management referring to the rajya (state) as an organization and the raja (king) as the head like CEO of an organization. Kautilya (Chanakya) being the eminent advisor, through his sutras, stresses the need of humility in the king and his mantris (managers) while following the path of dharma i.e. ethics & righteousness in management of an organization. The emphasis was on self-management and self-evaluation before considering oneself fully capable of leading an organization as a competent leader putting welfare of the people and the organization before one’s own motives. The text, although written centuries back in an ancient script (Sanskrit) is at par with today’s modern organization systems and issues.

Similarly the Bhagvad Gita, which is well thought-out to be one of the greatest sacred texts of literature belonging to Vedic time, written in Mahabharata is a realistic guide of all aspects of life including self-management and consequently the management of human and other resources. Well known concepts like proper and optimum consumption of all resources, ethics and leadership, ability of decision making, motivation, self-esteem and performance outcome are undoubtedly marked in the verses of this holy book as the on-going conversation between the Lord Sri Krishna and the great warrior Arjuna.

Logically the prehistoric Vedic concept of ‘Varna ashram’ also talks about the division of work on the foundation of natural categorization inherent in a society, which is based on an individual’s personal capabilities and predisposition. The meaning of ‘varna’ is ‘root’ and understanding of it differs in clarification of Bhagwad Gita as well as Rig Veda. The ‘Purusha Sukta’ mentioned in the Rig-Veda, points to the classification of the four basic varna by means of association to the ‘primeval man’. It defines the Brahmins as the purush’s mouth of the, arms are defined as the Rajayana (commonly used for Kshatriyas),
to the ‘prehistoric man’. Vaishya are his thighs and belly and Sudra are his feet. The Bhagavad Gita has a different point of view with Lord Krishna in categorizing individuals which is not on the basis of their origin but on their capabilities and interests of doing a particular work. The reality that Hindu societies have previously understood this notion can be pertinently clear from separation in terms of work based on skill like Brahmans – undertake education and religious work, Kshatriyas (warriors) – undertake defence of the state, Sonars – are nothing but goldsmiths, Lohars – are blacksmiths, Baniyas are traders and Shudras are the people who undertake menial jobs.

This management knowledge pertaining to ancient period was quite imperative to the proper functioning of a society, and is quite relevant in current century also; in which we refer to development of career on one’s interest and capacity towards work.

**Figure 3.2 : Varna or Caste system in India**

![Varna system diagram](http://www.english-online.at/religion/hinduism/caste-system-in-hinduism.gif)

This management concept ubiquitous in primordial India was however vanished due to continuous invasions upon the country and union of diverse cultures from across the world, crushing the country into various small states being governed by self-
governing rulers at those times lacking both capability and people management skills. Slowly the normal classification of the society started due to subsequent inter cast and religion -marriages and subdivisions, which gave rise to greater than 3000 sub- castes. These sub-castes resulted in more inflexible systems in society which were being governed through the principles of interest in work, constructing stringent rules for every sub-group for establishing superiority of their own associated groups.

3.8 The advent of modern management in India

The starting years of evolution of modern management in India, began in the eighteenth century which was termed as the period of Colonialism till the year 1950 after which the British had set foot in India. An era that was striking with an exclusive focus on utilization of labour as nothing but a product which can be bought and sold at a price. So distinct was the influence of this process of thought in the era of the colonial rule, that the Plantation Act 1863 formulated then began to treat labour with imprisonment and harsh punishment if they failed to do the well-organized work. The mechanism was very unfair with barely any interference to guard the interests of workers except for the issues concerned with wage settlement. The sluggish pace towards identifying workers as human beings and not machines began with the Factories Act passed in 1881. This act allowed few generous policies like offs weekends, fixed working timings and fixed wages of work. Personnel management being the main concern of employers in the early twentieth century, was more focussed on industrial relations and management of labour paving way for the enactment of a variety of acts – for example the Trade Union Act (1926), Workmen Compensation Act (1926) and Trade Disputes Act (1929). The recommendations put forth by the Royal Commission on Labour in 1931 provided initiative to the Payment of Wages Act (1936) also further amendments to the Factory Legislations Act, Bombay Industrial Relations Act (1938).

After India’s independence the focus of the employers started shifting slowly towards the industrialization in the country and formation of a uniform policy of Labour. However, the shroud of colonialism was still hanging over India with majority of leaders remaining under the influence of the philosophies and policies of the West. Confirmation of this fact was quite visible during the post-colonial period of the evolution of
management in India, i.e. from the years 1959-1976. The government of India was ardent on applying all which was Western and fitting the same in the Indian context. The government of India started looking at investments in industrial sector through a policy of ‘mixed economy’ wherein technology will be brought from Western countries but there will be a protection order for domestic industries by the policies concerned with regulations on import levels, levels of price, joint ventures, and investment levels etc. (Rothermund, 1992). These aspiring labour and industrial policies were backed by the mounting business houses of India and leaders who were famous socialists and authorities in themselves. The businesses controlled by families which were working on the ‘management agency system’, the decisions regarding recruitment and investment were centralized with no key merit in the direction of enabling of labours (Tandon, 1980). The resultant effect of which was clearly and aptly visible not only in the policies formulated for Labour but also in workforce management across the industries. However this policy of quick fix which was framed by the government of India did not work well, at a time the country was witnessing the tumultuous times in the year 1977 during which an emergency was declared by the Indian government till 1990 – the year preceding the liberalization process in India. The later series of wars which India had to face from 1962 to the year 1972, reared a culture of defence across the industries of India or the industrial sector (which was at that time the mainly leading sector). The crisis was multiplied by the dearth of managerial talent in the country because of the reality that Indian managers belonged to an entirely different cultural background which were finding it tough to adjust to the managerial models and theories which evolved from the West. The Theorists began questioning the roots of the philosophies of Western countries with scornful remarks on policy makers of India and the supposed management gurus regarding the sanity of mimicking the West blindly in every domain of management and industrialization. They also emphasized the necessity to understand the concepts emerging from own ancient roots of our country and integrating the values culture and spirituality into Indian managers for a enhanced sensitivity to their own people instead for a better management of people. (Chakraborty, 1991). India during this era of disaster plunged from being one of the most important industrialized nations to the bottom of the tread in the list of top ten. The UNDP Report published in 1992 of
Human Development had ranked India to be 134, among 160 nations on the human resource index.

The journey of the country of growth initiated with the New Economic Policy, instigated by the then Prime Minister – Shri Rajiv Gandhi in 1991 and Dr. Manmohan Singh. This policy opened the doors of our country for Liberalization and ushered in the notion of competing in a fully globalized environment by the industries of India. The author Banga in 2005 had given a outlook on liberalization and its impact on wages and employment. She had concluded that Foreign Direct Investment needed to be augmented in areas export-oriented coupled with liberal labour laws which can work in long term in improving levels of employment and also adding the skills of workmen, hence enabling planned utilization of human resources for the economic augmentation of the nation. This phase had started in 1992 and progressed largely over the past two decades, accepting the concept of Human Resource Management as a widespread concept incorporating the core of human spirit and acknowledging its potential towards business success.

There has been substantial concern in the notion that professional values are a function of the managerial behaviours. Early scholars vied that these values are critical forces that mould organisational architecture. The significance of managerial values in restructuring the modern organisational life reflects well in the scholarly literature connecting them to business culture (Kennedy 1982), institutional governance (Steers and Mowday 1982), as well as organisational obligation and job satisfaction (O’Reilly, Chatham & Caldwell 1991). Thus, understanding the foundation of these values in the societal values at work which link the micro-macro relationships and indirectly the organisational practices had become a prevalent line of enquiry. A big deal of evidence has already existed to support the significance of nationwide culture in giving shape to these managerial values. One of the most extensively read originations of this literature is the influential work of Hofstede who had promoted the concept of clustering culture in the most basic dimensions such as social orientation, distribution of power, structuring, and time horizons. Consecutively, these dimensions could be used to explain the job mandatory behaviours, relevant attitudes of work and the working arrangements within organisational. The Important of these dimensions are collectivism and individualism.
The conventional social ethos coming from the primeval roots, which got developed over the centuries, underwent intense transformation in the British rule. Accordingly, in the modern context multiple layers of values (individual managerial values, core traditional and situational values) have shown up (Chatterjee and Pearson 2000). However, the societal values remain deeply moored in the ancient traditions. They are increasingly shimmering the priorities of the corporate and principles of the global linkages. But in the period of globalisation where the priorities of technological education, mass medium, consumerism, trade union and foreign investment culture dominate, some new tensions are becoming apparent. For example, contemporary Indian multinational companies in India have started shifting their focus to human resources with their knowledge and experience as the key area of attention in encompassing new performance boundaries (Khandekar and Sharma 2005). Substantial research evidence supports this trend with explicit significance to Greenfield organisations having a little or no historical assets in their culture of organisation (Sett 2004). Within the traditions of India the choice of individualistic or collectivistic behaviour entirely depends on a number of socio and cultural variables. The interplay of these variables gets reinforced by three key elements guiding the Indian mindscapes. These three paradigms are Kaal (the timing), Desh (the location), and Patra (the personalities involved). Sinha and Kunungo (1997) asserted that the interaction of these variables decides the guidelines for indications for decision making.

3.9 Contemporary India

In a survey conducted recently on Indian Chief Executive officers, it was recommended that the managerial leaders in Indian organizations were not much dependent on their personal appeals, but they suggested a step by step and a logical process of implementation. Indian leaders strongly focus on accountability and empowerment in cases of important innovative and turnaround challenges, innovative technology, proper planning of product and its marketing or whenever other challenges of similar nature were encountered (Latiri and Narayan 2007). These social management thinkers contend that leaders of other nations are often talking about why they have chosen a typical person for a particular position per task, giving the characteristics of the persons in detail that prepared that person for a right choice in that situation. They may also think of how
a specific assignment would help an individual develop his abilities. In general, Indian managers simply did not argue how they coordinated particular people with certain tasks or roles, nor they usually considered how the personal features of individuals might inform or shape the best way to impact that person. (Spencer 2007)

3.10 Women in India:

In theory the women's positions in society have been greatly improved but in reality this doesn't seem to happen. The ideals of the Equality of women Clause remains alive only on paper which remains a dream only in actual. Not only are women not able to claim their rights, but when they attempt to do so, it seems as if the law is not on their side. It is well known that Poverty is driving countless women to jobs of low status, less paid occupations in domestic service or into an organized prostitution frequently as they migrate away from their places at times even across international borders where they exposed to considerable risk of sexual harassment and economic exploitation. Within the family, women get struck by poverty disproportionately hard as women are entrusted with the roles and responsibilities of managing the home, managing the absence of resources, and entitlements to meet the minimum basic needs for making the family sustain. And this burdens women in material terms. Women and girl-children in ultra-poor families become the worst sufferers, the distribution of resources in these families being very inadequate. In any case, it is very easy to deduce why such tendency spell calamity in the life situations of these women. If such women are unable to emerge from poverty, then the cycle tends to be perpetuated to their children as well.

3.10.1 Women employees

The majority of Indian women are residing in rural areas and slums in the urban areas. The majority of women workers are occupied with subsistence agriculture and the unorganized sector with very less or no regulation, legislative protection or support by the trade unions. The process of structural adjustment has generally increased the employment quality for the women; however, this increase has been mainly in non regular forms of employment in the informed sector. The labour legislation often doesn't cover such workers and thus there is a lack of job security. The downsizing of the public sector, budgetary fetters and the privatization of the various sectors have affected the
females adversely, specially through the reduction of subsidy in welfare services. Rapid advancements in technology are very likely to affect the poor women by pushing them into extreme poverty.

There are also evidences of women entering into the home based work given on subcontract basis because of which they get almost denied under labour laws. This also isolates them from their fellow workers thereby reducing opportunities to organize. These workers are often not recognized in national labour statistics as economically productive workers. Structural adjustment programmes that emphasize privatization and the role of the market have sometimes resulted in reduction of the level of labour standards even in formal sector jobs. at times women have suffered a disproportionate reduction in labour market opportunities under economic reforms especially in economics in transition.

The access of women to an employment where they earn wage and salary is heavily lopsided towards the jobs which are low paid. When the industries create new job opportunities specifically for women most of them tend to be in low wage and less skilled occupations that too are often under conditions which are highly exploitative. A vast majority of women are self-employed outside the sector of agriculture in services or activities which are low paying.

The major problems faced by women who are into activities of self-employment are related to their accessibility to credit markets and possession of technical skills. The legal statements in most of the countries prevent women from having any claim on the family assets. As females they are also deprived of having adequate access to the credit facilities provided by the institutions.

The women have to face a considerable amount of mental and physical harassment within their own family. The phenomenon of domestic violence in the women’s home is extremely common and it is not only confined to the families which are poor or illiterate but is generally presumed and is existing at the same level in all the classes of society. In some Indian communities girl children are known to be neglected of the basic needs even luxury living is far off. The extreme point of such negligence and
harassment is demonstrated by female foeticide, Dowry deaths or the apparent inadequacy of reported cases at times leading to death.

The high incidence of birth which are obstetrically difficult and anaemia in Indian women can be accounted to the poor nutrition of women and to the excessive workload which women and girls are forced to bear from their early childhood. The conditions of women’s daily lives in many households are continuously shaped by these factors. Furthermore facilities for the treatment of infection and haemorrhage which are considered to be the major cause of maternal mortality are generally inadequate in many villages.

The incidence of the which pregnancies unwanted by women is still very high, hence suggesting that among other factors are included the improper access of women to education about the reproductive choice and sometimes to services of family planning or their lack of control over the reproductive parts in an unequal sexual partnership. Excessive load of work, deficiency of proper nutrition, repeated abortions and pregnancies, none or poor education and their improper reach to health care facilities smear the lives of majority of Indian women particularly those who are belonging to poor families. Many countries around the globe also continue to grieve from inadequate and skewed behaviour in favour of men and against women. Rural women are the most neglected of all groups. In addition to one fourth to one third of all deaths occur either during pregnancy or when the births of children are too closely spaced. In addition to this early marriage and pregnancies during teenage have continued to increase despite of the legislation against such acts in some countries have summed up to this problem.

The participation of women in the working community has been declining and the status of women in India has not improved even a little over the years and as a result they continue to remain a disadvantaged group. Women have been playing very important and significant economic roles in both the urban and rural areas. We see that both in the sectors of the economy i.e. organized and unorganized, be it agriculture, industry or services, women has been controlling by both family and society. Her work remains mostly “invisible”
Women are playing dual roles, one of which is the role of a paid worker and the other as an unpaid worker when they get involved as a member of the family labour in the fields, family own trades, craft, etc. through her labour. Simultaneously, she also contributes in running the family by doing different domestic chores. The work of hers of hers in the family by virtue of her being the mother, wife, daughter, daughter-in-law and marker takes up a lot of her time and very often she is the sole contribution of hers is not recognized in the economy.

Even her contribution as workers on the family lands, in traditional household craft etc. is not recognized. Thus although women are doing a double amount of work and add doubly to the economy, she is still considered a burden and instance of female infanticide and foeticide (which are not uncommon even today) bear testimony to us.

Only 5-6% of the working women have an employer-employee relationship. These are across the three income groups. the women in the low income group cannot afford not to earn some return for fending the family, so they have to combine household work and return themselves: they engage other people to do their own household work low income group who are fending for themselves, without a regular job, an employer employee relationship which constitutes the majority of the female workface in our country.

Poor women are engaged in a variety of occupations: small farm agriculture livestock tending, processing livestock produce, gathering and fruit produce, tree-growing small trading and vending, producing manufactured items such as provide manual labour in fields, at – domestic labour, washing, cleaning, transportation, child care etc.

Women’s biological and social reality has created several distinct roles for her in society that of wife, mother, daughter, homemaker, worker, citizen, etc. these multiple roles of women make diverse demands on her time. The society in our country identifies the roles of wife, mother and home maker as the paramount roles of women.

As elaborated earlier, poor women living at subsistence level, have no choice but to be primary wage-earners and assume responsibility for the livelihood of their children.
Any attempt to change the situation of poverty for the vast majority of the population in our country today, needs to recognize and validate the ‘worker role’ of poor women, and enable them to meet their basic livelihood needs over which they have no control.

In the economy, the various forces that work against the poor are highly organized. It is so far the poor self-employed workers, as well as poor women workers, who are not organized as workers. To be able to ameliorate the situation of poverty of women workers, some direct interventions have to be made in the economy as it exists today. This is possible only by organizing the women workers and enhancing their collective strength. Their strength lies in numbers and these need to be brought together.

The findings given in the Human Development Report published by UNDP in 1990 emphasize that in order to live a long and healthy life, to get educated and to have a reach to the resources required for a decent living standard are the most critical of the capabilities and choices of human beings. Other additional choices include freedom, guaranteed human rights and self-respect. Proper development enables people to make these choices, by creating an environment which is conducive for people, individually and collectively, in developing their full potential and to exercise a reasonable chance of leading lives which are productive and creative and in accordance with their needs and desires. “Development is ultimately a matter of the capacity of a society to tap the root of popular creativity, to free up and empower people” (Levitt 1990). Both the essentials of getting justice and concerns about development in society call for access of women to productive resources like employment, credit, extension of land and legal reform, access to fundamental goods and services such as household needs, need for education and health and flow of external resources flows such as reduction of debt. In turn, these factors contribute to the long-term goals of the empowerment of women and achieving gender equality.

The world conference held at Copenhagen organized during the United Nation’s Decade for women in July, 1980 defined Development of women as the total development, which includes development in the all fields like political, socio-economic and cultural growth of the women as a human. “Women’s development should not be viewed as an issue in social development but should be seen as an essential component in every dimension of development”, according to this definition.
3.10.2 Women Conductors

The first women bus conductors in the world were appointed by London transport in 1914 during the outbreak of First World War. Karnataka was the first state in India to appoint women bus conductors. Maharashtra is the second state to appoint women conductors.

Women conductors have shown their will power and strength by entering into a male dominated profession. Clad in khaki uniform the women conductors are putting their feet forward and working day and night despite of the weaknesses a women has in terms of physical strength. With an initialization by Karnataka government, followed by Maharashtra government, all state transports have started induction of women as conductors from Punjab in north to Kerala in south, Gujarat in east to west Bengal in east. These women conductors are generally ranging from 22 -30 years of age, with qualifications ranging from HSC to Graduation mostly. Women conductors in Maharashtra have come a long way from the year 2005 but still they have miles to go to prove their worth and earn more respect for themselves.

3.11 Historical Background of Road Transport

Initiated by Government or Ruler the system of nationalization of the transport services passengers was started in 1932 by the Nizam of government in Hyderabad at that period of time. The State Transport of Marathwada, with its head office at Aurangabad, came into being as a consequence of the division of the erstwhile Hyderabad State in three
equal parts and it was known to be one of the pioneers of the public road transport. It was first started in collaboration with the railways of India and then as a separate department of government. Following the reorganization of States in November 1956, the operations in transport of Marathwada were managed by a separate department working under the erstwhile Bombay Government and was called as the "Transfer red Road Transport Undertakings Department" (TRTU). With effect from 1st July 1961, the TRTU Department was eliminated and the State Transport of Marathwada, along with the Services of state transport in the Vidarbha region, was merged with the State of Bombay Road Transport Corporation. The reorganized corporation was named as Maharashtra State Road Transport Corporation. Indian Road transport has a large and widespread transportation system. It also has one of the largest railway and roadways transporting system of the world. Millions of people every use them every year.

3.12 The beginning of public transport in India:

Mechanized Road Transport in India really started with the commencement of the present century. The first motor vehicle was imported here in 1898. In the early years of this century, motor vehicles were few and their use and operation was governed by the then provincial enactments which were concerned with registration only.

3.13 History and Development of State Road Transport Corporations in India

The transport services for passengers were regulated by the Police authorities at the District level, prior to its in to force under the coverage of the Motor Vehicles Act, 1939, by issuing permits which were known as free permits. These permits enabled bus operators to ply their vehicles in different directions in the District in a day wherever passenger roads were available. This situation headed to strong competition among the owners and it lead to unruly scenes and unwanted incidents. When the Motor Vehicles Act was passed in 1939, passenger transport was sought after to be regulated by various provisions of the Act and the rules made under it. The Routes and areas for buses were identified. The Permits were issued by the Regional Transport Authorities, daunting many conditions, the breach of which will necessitate penalties and many a times even cancellation of the permits.
3.14 Recruitment and Retention

An intense shift is observed in the expectations of the employees working in the organised sectors of the economy throughout the globe. An unparalleled increase in the disposable income of people coupled with a dependency ratio which is diminishing has led to increased mobility of young people. This problem is critically apparent in the industries in which the average retention period of any employee is considered to be around six to eight months somewhere. And the rate of retention of senior level executives is proving to be an added challenge. The rates of attrition are highest in business process outsourcing which is around 35-40% followed by insurance sector with a rate of 35-40% again, retail and fast moving consumer goods 20-30%, information technology (IT) (30-35%), and manufacturing sector and engineering 10-15% (Chatterjee 2006). Over the last decade, a sea change is observed in the expansion of technical services of India and the linked HRM practices. While the system of higher education system in India has remained very poor in infrastructure and weak in becoming invigorated with the global expectations, a mushrooming of innumerable private educational institutions of low quality have been observed. The problem of recruitment is further increased by the emergence of a new ‘job hopping’ culture amongst employees who are possessing and can exhibit their world class competencies. This phenomenon of employee turnover has seen a chain reaction in the entry level salaries, and a steady increase in graduates has created significant economic and social disruption in the Indian labour market. A likely scenario from this proliferating activity is that the Indian HR scene will be negatively wedged in the next decade unless the deregulation and autonomy of the higher education sectors is initialized immediately. One of the most burning issues for HR managers in India is the high employee turnover. In industries such as call centres, staff attrition is the single biggest issue. The industry has grown from zero employment to an employment of quarter of a million young English speaking, ambitious and well educated people. The point is well stated by Slater (2007), who wrote “Attrition is highest in traditional customer service jobs, wherein young people find themselves spending all night on the phone, often with incensed callers. Many companies have started developing innovative incentive packages in defying this job hopping
phenomenon. Figure 4 illustrates some of this initiative by leading companies in India. A dramatic shift in the recruitment practices has taken place as globally pretend Indian organizations and global technical services competitors have made India a battlefield of recruitment for the finest workers. For example, IBM’s workforce in India has approximately doubled in two years to a force of 53,000. This result has come with the elimination of 20,000 jobs in the high cost markets like those of U.S., Japan and Europe. The R&D centre of IBM is being staffed by 3,000 world class engineers (Business Week 2007).

3.15 Training and Development

Training and its evaluation can be dated back to ancient times. During the twelfth century typically called as ‘Dwapar Yuga’ and ‘Thirteenth century called as ‘Treta Yuga’ God shri Ram and his brothers and pandavas were trained by the Rishies and their performance was also evaluated. Everyone remembers the incident of Arjuna hitting the eye of a fish in the test. But in recent years approximately in the span of last 20 – 25 years it has gained utmost importance.

Training can always be treated as an investment in the human assets of an organization. In addition to this, “…training is definitely a useful means with changes nurtured by technological innovation, organizational structuring, market competition, and demoFigureic shifts (Knoke and kalleberg,1994). Training and development includes three important activities: education, training, and development. Organizations that provide training and employee development are remarkably making a visible investment in their employees. In its positive outcomes, this investment indispensably increases employability for an individual employee (Waterman, 1994).

In a swiftly changing global market place, featured by increased technological advancement, organizations are demanding a more competent and flexible workforce and to remain competitive. Thus, demand for a well-qualified workforce has become a strategic objective. The human resource training and development (T&D) system of an organization is a crucial mechanism in ascertaining the skills, knowledge, and attitudes that are necessary to attain organizational goals and to create a competitive advantage (Peteraf, 1993). Investment done by the employers in human capital after the start of
employment, is called as training, provided either by the organization itself on the job, or acquired by the worker through vocational training. Economists precisely distinguish between two types of training:

**Firm – specific training:** which provides a worker with the firm specific skills, or those skills which will increase the employees productivity only with the current employer” (Garibaldi P., 2006).

**General training:** is a training which will contribute to the worker’s general human capital and increasing the employees productivity with a range of employers” (Gary Becker, 1964)

However, it is observed that general training and development may result in an increase of organizational risk as after having training the employees may decide to leave the organization so as to find a better job in some other organization.

It can be anticipated that an organization’s investments in both technical and non-technical trainings will have a positive impact to the extent to which the organization actually succeeds in developing the skills and knowledge of its employees. Training is considered as a high-performance HRM practice by Huselid (1995) and Koch and McGrath (1996). Organizations with superior training programmes may also experience a lower staff turnover than the companies which generally neglect staff development. In organizations with good training programmes, employees are likely to understand that their market value develops more favourably than in other firms. Thus, it is for their own benefit to remain longer with an organization. In the field of HRM, training and development is the field concerned with an organizational activity designed for improving the performance of groups and individuals in organizational settings. HRM practices influence employee skills through the development of an organization’s human capital (Huselid, 1995). Organizations can also adopt varied HRM practices to augment employee skills (Huselid and Delaney, 1996).

A significant body of research has been developed that explored the impact of training on an organization’s performance. For example, substantial evidence suggests that a firm investments in training results in improved organizational performance (Russel et al., 1985; Moody and Kalleberg, 1994). A positive relationship has been found to exist generally between employee training & development and organizational
performance (Delaney and Huselid, 1996). A lot of studies have researched at the effect of training on productivity and they have found that a positive relationship between training and productivity of an organization (Bartel, 1994). Previous studies have also found the relationship between different training and development practices and various measures of organizational performance (e.g., Becker and Huselid, 1998). Many organizations especially have been concerned with the but critical question of evaluation of trainings. Training managers or organizers are also concerned with this question. For the preparation of a comprehensive framework of training evaluation an effective strategy of programs and system is required. Most of the organizations have their specialized system of evaluating their training programs or in other words to study the impact of training and development. Also with today’s emphasis on measuring human resource management’s financial impact, it is crucial that the employer make provisions to evaluate the training programs. The performance of the employees depends on the effectiveness of the training. When an employee joins a company or an organization he is given an induction training mostly. Later also during the tenure for which an employee works in an organization he is given various other types of training. These all trainings are meant to bring positive change in the performance of employees. But the practical results seen are not in favor always or sometimes the evaluation techniques are not proper. It is also possible that the training didn’t cover all the desired aspects. Thus evaluating the effectiveness of training is a crucial step in building a culture of continuous professional development. It gives an opportunity to decided whether the training is been a success and whether more advanced / refresher training is needed. This study will view the impact of training on the performance of managers.

3.16 Employee welfare

“Employee welfare is a broad term including various services, benefits and facilities provided to the employees by the employers. Through such fringe benefits the employer makes life worth living and happy for employees.” Welfare includes everything that is done for the comfort and improvement of the employees and is offered over and above the wages. Welfare helps in maintaining the morale and motivation of the employees so as to retain the employees in the organization for a longer duration. The welfare measures need not always be in monetary terms only but they can be in any kind/forms. Employee
welfare includes creation of industrial harmony through infrastructure for health, monitoring of working conditions, industrial relations and insurance against accident, disease, and unemployment for the workers and their families also. Employee welfare involves all those activities of employer which are focussed towards providing the employees with definite facilities and services in addition to the wages and salaries. The logic behind providing welfare schemes is nothing but to create efficient, loyal, healthy, and satisfied labour force for the organization. The reason of providing such facilities is to improve their work life for better and also to increase their standard of living. The important paybacks of welfare measures can be summarized as follows:

- They provide better mental and physical and mental health to workers and thus promote a healthy work environment

- Facilities like medical benefits, housing schemes, and education and recreation facilities for workers and their families help in improving their standards of living. This makes workers to become more sincere towards work and thus it increases their productivity.

- Employers also get stable labour force by providing welfare facilities as workers take active interest in their jobs with a feeling of involvement and participation.

3.17 Conclusion

Women constitute not only half of the world population but also control the growth of remaining half. They produce 50% of the world’s food supply and account for 60% of the workforce but comprise only 30% of the labour force officially, receives only 10% of the benefits of the total world economy and shockingly own less than 1% of the world’s total real estate. They have approximately no access to productive resources and negligible control over the financial resources of the family.

This discrimination is result of the gender prejudice which forms an integral part of the Indian society. The bias has further deteriorated the status of women in India. Women employees specifically women conductors are no exception. Hence it is important to study the HRM of the women conductors so as to give them the dignity they deserve and to make their lives smoother.

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