Anam Ajmal (2015) nowadays organizations are facing problems to finalize the incentive policies and finding newer methods to incentivize their human resources. Employers are still using the method of providing monetary incentives and some of the employers are giving the non-tangible way of recognizing talent and appreciating efforts. Recognition of talented or good performer employees is more of experience and that affects the work performance of the employees at emotional level as well as leaves the long lasting impact but the rewards are measurable, consumable and depending upon certain deliveries or promises. Both the methods of incentivizing the employee’s i.e. monetary and non-tangible benefits are having their own pros and cons, and moreover it depends on the individual employee. A uniform method does not fit for all the employees, but the a written letter of appreciation and recognition from the boss could be a great mode of motivation and encouragement for a particular employee, a plaque to hang on the wall could give a high to another employee, while for many people the money is the biggest motivator, they want just money only nothing else. The ultimate objective of the rewards and recognition is find out the way — how the organization could succeed in attracting the good talent as well as retaining the existing talent of the organization.

Deepika Mudgal, Surdhir Kumar Moudgal (2015) the authors have carried out a study in order to find out the impact of Organisational Climate of Employees’ performance and work efficiency working in an organization. The authors collected data from 150 people including Managers, Supervisors and Loading and Unloading Labourers were examined through the personal observation and direct interviews, out of them 110 respondents have responded well and cooperated properly and the authors could get the data containing different opinions of the respondents about the constituting factors of Organizational Climate in an organization such as :-

- 70 per cent of respondents have agreed and responded that their working conditions are good at their workplace.
60 per cent of respondents have accepted in responses that their colleagues are cooperative and supportive to each other at their workplace.

The behavior of superiors at workplace with subordinates has been reported fair and equal as accepted by 60 per cent and 40 per cent has not accepted the statement and 10 per cent did not give any idea.

80 per cent employees say that they feel comfortable at their workplace.

50 per cent employees responded that that they are able to give their best output at workplace because they feel comfortable at their workplace.

The working conditions at transportation Hubs have been found favourable to the employees and constituting favourable organizational climate.

Boss’ behavior and colleague’s cooperation with each other at workplace contribute in creating a good and favourable organizational climate.

The employees feel comfortable if the organizational climate is good and favourable at workplace.

An employee friendly Organizational Climate has very good and positive on the employees’ efficiency and performance and they are able to give their best output.

**Deepika Mudgal (2015)** In order to understand the impact of Organizational Climate on Employee Performance, it is inevitable to know in general about: What is an organization? What is an Organizational Climate? What is performance?

**Meanings of Organization:** Literary meanings as a noun it is a group of more than one person working together for a common goal and as a verb it is an activity which arranges all the resources to work in a system.

**In business language** an ‘organization’ is a group of more than one person working in systematic and coordinated way with cooperation to each other for accomplishment of the predetermined common goal in business.
**Performance and Organizational Climate:** Whether an organization will be ready to accept to introduce performance management process and if so whether a particular approach will be acceptable and has been shaped according to its prevailing climate at workplace. Performance means in simple words is the output of a person in result of efforts applied by him to accomplish the targeted goal.

**Google (2015)** as per a report published in the newspaper based on a survey conducted by Google regarding the women and technology report that women in India are motivated to succeed and see Education and Technology as a key driver for success. The millions of Indian people use the internet in their daily life and it has become the part of their routine life, but it has been found in a survey conducted by the Google that there is big digital gender gap prevailing in India today. According to the report only $1/3^{rd}$ of the total internet user’s population India consists of women. Women, who are not online, feel that they are being left behind by technology. The study was conducted under the title “Women & Technology” by the Google and according to the report 828 women in India aging between 18 years to 55 years. The findings of the survey concluded that the women in India are motivated to be successful more than just themselves and consider the Education and Technology as main factor to make them succeeded, whereas maximum of the respondents are found not working, they were driven and wanted to their loved ones to be advance with them and they did not feel that the gender is an obstacle in their success.

**Dilip Chenoy (2015)** the author has further extended the aim of Shri Narendra Modi, Hon’ble Prime Minister of India through his article “Initiatives to make India the “Skill Capital” of the world”. The author has expressed that it is mandatory to complete the make the mission of the skill development successful for promoting the country. The Indian youth should for skill learning and acquire maximum skills and enhance abilities and dexterities and make a network
across the country and not the archaic systems. The youth should acquire the skills which could contribute towards making India a modern country.

**Dipika Mudgal, Sudhir Kumar, Dr Ajay Kumar Sharma** (2015) the authors have prepared a research paper on change management and its consequences with a comparative case study of Indian Political Parties. In the study the authors have tried to focus on the way of bringing implementing the change in any situation and concluded that Change is necessary for growth of organization as well as individual this must be accepted and implemented gradually. The gradual change brings development and sudden change, often collapse the entire system completely. Before implementing any change a strategy must be planned, people’s mind should be set accordingly through necessary training and development programmes. During their study the authors have collected data through general observation, personal interviews of respondents from concerned parties, public feedback, T.V News and Debates, internet and reports published in news papers and magazines etc. and after a deep analysis found that (1) BJP won in all the elections because the party leadership could understand the need of change which adopted by the party and implemented gradually under a well formed strategy, thus they worn the Parliamentary as well as Assembly elections. (2) The Congress remained rigid on its policies and leadership despite knowing that the public wants to bring a change, but they did not accept the change and continued with same leadership, policies and system which were rejected by the people, hence the party lost the election in Centre as well as States. (3) The AAP get a golden opportunity which was not even expected by anyone in the country including AAP leaders but they collapsed because of their hastily decisions and implementation of change which was but natural to be resisted and the AAP could not manage the resistance to change and failed.

**Dinesh Kumar** (2015) declining in soil fertility suggest a decline in health of the soil and that has been defined as decline in chemical soil fertility, or a decrease in the level of soil organic matter. Erosion of soil by water of wind removes top soil which is rich in nutrients and organic matter. Nutrient mining is yet another cause that decreases soil fertility. Removal of more nutrients by crops than added through matures or fertilizers results in nutrient mining.
Somender Sharma (2015) the author has carried out a study and prepared this paper based on his study on the title of the paper “Ensuring Sustainable Development through Perpetual Training and Awareness Programmes: A cross industrial study report” the training programmes and workshops are organized in order to improve the knowledge and skills of employees for developing their abilities related to their work but beside this creating awareness amongst the people about the measures of conservation of natural resources and their significance in the human life as well as organizational development so that sustainable development ensured forever and there would not be scarcity of energy and other essential commodities in the life of man on this earth. It is the requirement of every organization to ensure sustainable development that they should organize awareness and training programmes for their employees and make sure that natural resources are not being wasted rather those are being protected for their future utilization.

Deepika Mudgal (2015) there is very less free interaction, less respect for each other’s feelings, competency and their sense of judgment due to too much egoism, discouragement to juniors, no solutions of problems, biased behavior and tradition of senior is always right prevails. Employees do not extend their help to colleagues during crisis. Lack of mutual trust and team spirit. Although the respondents have not agreed in their responses on questionnaires that their bosses are biased yet they have agreed that there is culture of flattery which proves that bosses are biased. Biased behavior of managers with their subordinates, divide and rule policy. There is bad interpersonal relationship. Team spirit is adversely affected by different regional and cultural background. Employees do gossiping at their workplace and employees who work hard are not being recognized and rewarded but those who do flattery of their bosses are benefited in the plastic industry of the Bhiwani City of Haryana. Shortage of resources always have bad impact on employees work performance and efficiency. Employees of our organization usually are anxious and feel insecure at workplace because of flattery, gossiping, backbiting, leg pulling and mutual distrust. The working conditions, work environment and organizational culture of our organization are not good. Inter-personal relationship amongst the employees of our organization at their workplace is not good. The employees of our organization are insincere, disloyal and not
performing the work assigned to them due to bad organizational climate. Performance and work output of employees of our organization is usually poor due to the poor and bad organizational climate. The performance, work efficiency and output of the employees are always affected by the organizational climate in our organization. In order to keep the performance of employees high and enhance their work efficiency and output, the organizational climate must be good. Employees’ abilities and demographical qualities are as per Business Needs of the organization. Demographical factors like age and genders gap between the employees affect adversely on employees climate as well as employees performance. Demographical factors have no impact on organizational climate and performance of employees. An uncongenial and ambiguous work environment spoils the organizational climate consequently the employees’ performance is affected adversely.

**Harward Business Review (2014)** the author in this article titled as “Take the benefit of Boss’s experience wherever you get the chance” has enumerated that one should definitely take the advantage of learning through the experiences of his boss, particularly when there is new strategy has been framed and never allow to come the impact of serious discussion on personal relationship. But it would also be wrong to ignore your personal desires and necessities of the life.

**Mike Ettling (2014)** whether the knowledge and use of computer has become a global need and computing has become as global norm in the current scenario. It is the time to focus on the issues which are really necessary needs of the hour. These outcomes are exponentially valuable in attracting and retaining top talent across entire companies, and it’s something that the savviest cloud-enabled HR organizations already know.
**Amar Ujala Bureau (2014)** the report have been published in the newspaper about the striking workers of Dakshin Haryana Vidyut Prasaran Nigam Limited, Bhiwani (Haryana) that the agitation of workers of continued against the Executive Engineer of M & P Department on Wednesday dated 10-12-2014. The workers organized a Dharna against the administration of the department and slogans were raised against the Executive Engineer with allegations that the Executive Engineer is unnecessary but deliberately and intentionally harassing the workers. The Executive Engineer had explained that the process of raising Charge Sheets against those workers will be continued who do not do their work and that would not be stopped in any case. The workers are united and fighting for their rights under the banner of Haryana State Electricity Board Workers Union and have been continuing their Dharna against the said official for last three days in front of the office the the said officer. The workers have also leveled allegation on the Executive Engineer that he doesn’t behave properly with the workers and has been mentally harassing the workers since long time and also targeting those subordinate employees who were on Dharna, raising their charge sheets with ulterior and prejudices intention and threatening the workers time and again.

**Bidayatul Akmal Mustafa Kamil, Zabeda Abdul Hamid, Junaidah Hashim, Azura Omar (2014)** the authors have assessed that recognition and development of talent amongst the employees under the management strategies required for organizational success and sustain for future benefit for its employee. People of the organization are the valuable assets and talent management would anticipate the activities of human resource management such as recruitment, selection, coaching, learning and development, performance appraisal and performance management, employees’ engagement and their retention for the organizational development and growth.

**B. Ravi Kumar (2014)** has emphasized on some important points to ensure maintenance of congenial environment at workplace and cordial relationship amongst the employees in the organization. The relation between the superiors and subordinates should be healthy, harmonious and respectful to each other, adequate training programmes to be organized on behavior modification and implementation at workplace for the employees of senior levels for maintaining better relations, biasness should be discouraged and fair procedure should be followed for the grievance settlement, and management of harmony of relationships.
Mohammadhossein Hajikaimisari, Mohammad Amin Ghalambor, Abbas Ali Hajikarimi (2014) the authors have expressed the “Talent Management” as an organizational system of strategic management and by implementing such system the development of human resources can be ensured which would be capable to support the current and future organizational growth. Iranian construction firms can fulfill their objectives under the proper direction. The term Talent Management has the major three components such as Talent Recognition, Talent Development, Internal and External Talent Development, Talent Engagement- motivation and retention. Through the process of Talent Management abilities of human resources can be used for welding process and explained flexibility 100 per cent, work environment 75.63 per cent, balance 87.10 per cent and accessibility 82.34 per cent for promoting the welding quality and welder proficiency in which investment on two categories of work environment and balance is profitable.

Brigette Hyacinth (2014) the author has mentioned in his research study report that leadership is very significant factor for the development of any organization and its employees. The author has stated that the effective leadership is as important as the diet for a healthy human body and mind, similarly an effective leadership like a healthy diet consisting of communication, confidence, intelligence, integrity and support to subordinates is of course always good for organization, but it may not be adequate for the purpose of making the leadership as an effective leadership. Like the human body and mind here also certain nutrients which are required necessarily for development of good organizational health and reduce deficiencies of organizational health because the deficiency of nutrients shall cause serious health problems. Hence in order to maintain the good health of the organization, the leaders should add to their diet along with nutrients the supplement of Stillness, Silence and Solitude. As any individual grows to higher altitudes or position in the organization, his/ her capacity to absorb crucial information goes down because of enhancement in pressure, noise and demands in comparison with sea level or the junior position the environment is absolutely different at high altitude/ higher position. The view is marvelous from a high summit, but for travelling on this path requires lot of cautions.
Michelle Fitzgerald (2014) A Human Capital which is available at all over the globe at the same time which can be shifted from one place to another across the world, multi-generational organizations, versatile and a more diverse, empowered with latest technology and the workforce- have changed the workplace. Professionals involved in the talent management today are dynamic that requires a skilful crafting of talent strategy if the organization is going to maximize the potential of its workforce.

Travis Bradberry (2014) studies have long shown that stress can have a lasting, negative impact on the brain. Exposure to even a few days of stress compromises the effectiveness of neurons in the hippocampus—an important brain area responsible for reasoning and memory. A week long stress causes reversible damage of neurons and stress which has lasted for a month can permanently destroy the neurons. This is also the part of talent management to protect the human resources from such circumstances.

Amar Ujala Bureau (2014) in order to prevent corruption from in Revenue Department, Government of Haryana e-registration system has been established. The Chief Minister of Haryana, Mr. Manohar Lal Khattar has revealed in the Tehsil Office of Rohtak District that in order to bring transparency in the official work related to registration the e-registration system has been launched. It would help the common people in getting fast services as well as eradicate the bribery practices which have been allegedly taken from the public by the employees of this department.

Amar Ujala Bureau (2014) on the 90th Birth Day of Former Prime Minister Shri Atal Bihar Vajpayee the Government of India has observed it as Good Governance Day (सुशासन दिवस). On this occasion the Union Minister of Finance Shri Arun Jetly has launched an e-book which would enable a common man to check and see how and where the money/ revenue generated
through Income Tax is being utilized by the government. On this occasion the concerned officials have informed that the e-book is contains the complete details of all the departments of Ministry of Finance, Govt. of India which could be seen by opening the e-book on internet which would enable the people to see how much tax is coming from which department, which tax is increasing and which is decreasing as well as how the accumulated money is being utilized for the national growth.

**Sudhir Kumar (2014) Organizational Culture:** The word Organizational culture has been constituted with combination of two words of English Language i.e. Organization and Culture. The Organizational Culture stands for the overall environment prevailing in an organization which has been formed by the people’s general behaviour with each other who are working at all levels in the organization. It is a system of shared values, assumptions, beliefs, and norms, mission statements, stories, physical layouts, rules, policies and the rituals that unite the members of an organization. In other words organizational culture is often developed through the beliefs and values espoused by the founders and leaders or managers heading the teams of various departments time to time. It is also life style at work place of the people of an organization which includes their mutual behavior, perception, rituals, management philosophy, and common attitude of employees towards the organizational rules, policies, acclimatization of people in prevailing circumstances and continuity of life with the same for a long time.

**Work Environment:** The work environment involves the physical geographical location as well as happenings at immediate surroundings of the workplace and individuals’ behavior with each other. Workplace is a location where a specific business task is carried out in order to accomplishment of common objective of the organization.

**Performance and Organizational Culture:** Whether an organization will be acceptable and receptive to all the stake holders in order to introduce performance management process and if so whether a particular approach is acceptable and the same has been shaped as per the culture of the organization. The culture of an organization gives signals the extent to which a particular approach to performance management process will be accepted or rejected. There may be a good
reason for introducing an approach that tries to shift the beliefs and values underpinning the
culture, but it would be reckless to introduce a system without taking the prevailing culture into
account in the first place. Introducing the performance management process is unlikely by itself
to change an organization’s culture.

Hiteshwari Jadeja, Meeta Mandaviya (2013), In the Indian Automobile Sector it has been
noticed during these days that the issues related to labour unrest along with violence have
become quite common which are going out of control. Further, it has been found that main
reasons are the common for every dispute such as wages paid to the workers is less than the
minimum wages fixed by the Government and hours of work are more than the stipulated
working hours as per Factories Act. Another major cause of this labour unrest is difference of
wages paid to contractual workers and regular workers or permanent workers despite doing the
same work at same place, having similar skills, qualification and experience and equal efficiency
and performance in automobile industries of India. All the contractual workers are being
removed after every six months and reappointed for escaping from their medical-benefits and
provident fund payment responsibilities, the same thing happened in Maruti Suzuki, Manser
plant. Such practices at the part of management fall under the category of unfair labour practices
consequently resulting into the labour unrest. In order to maintain the harmonious industrial
relations representatives of Human Resources Management Department has to be proactive and
assertive to address and resolve the grievances of the workmen. They should be able to disagree
with unfair policies and practices of management, when these are violative to ethics and legal
provisions, whereas in India it has been accepted by everyone that whatever wrong order the
management is issuing, the employees of HR Department and Security have to follow and get
that implemented.

Sanjay Gaur, Awadhesh Bhardwaj (2013) the authors have carried out a research study and
prepared their reported according to which a lot of Human Resource functions. This study was
conducted by the authors by collecting the data from 200 nos. respondents and response rate was
100 per cent from various organization located at Jaipur of the Rajasthan State in India which
includes Banks, Manufacturing units, Export divisions, Government organizations, Educational
institutes, Insurance companies, IT sectors, Hotels and Hospitals. Although there are various Human Resource functions are being carried out in all the above mentioned industries. It has been found in the study that the employees do not perceive them equally important at the time of processes of Performance Appraisal, Training, Executive Development and Career Planning etc are being carried out, but not indifferent some functions like Planning and Procurement, Development, Compensation, Integration and maintenance. The system of Human Resources Management containing various HR Policies, Rules and Standard Operating Procedures for various activities should be transparent and shared perceptions about the work culture and behaviors that management expects supports and rewards.

Abhishek Gupta (2013) has shown in his report that the industrial revolution scenario for the period near about Second World War and the time before 1947 pre-independence of India to till date the occurrences during industrial revolution. During the period before the year 1947, there were no existence of any legislative measures to protect the interest of workmen except the Employer & Workmen (Disputes) Act 1860 and Employment Standing Order Act, 1946. The employers exploited the workers by paying very meager salary and providing poor working conditions to the industrial workers and workers were being used as if they were lifeless commodities. After the Independence of India in the year 1947 the State Government has made the several labour legislations and intervened and providing machinery for the settlement of industrial dispute to prohibit strikes and lockouts viewing a common platform of consultative tripartite relationship.

Nibedita Nanda, Jaya Krushna Panda (2013) The author has communicated the challenges and effectiveness of industrial relation environment by improving the welfare activities for their workmen. The better working conditions and congenial work environment provided to the workers at their workplace has resulted into the better productivity, low cost, higher profit, less grievances and industrial disputes, harmonious relationships between management and the workers. The study was carried out on 40 respondents at Rourkela steel plant and collected the data through structured interview method and found the satisfactory results in respect of the entire welfare scheme adopted by the company. It is inevitable to have better relationship between employer and employee for smooth and successful operation of organizational activities or running of any organization in order to avoid many adverse situations i.e. maintaining cordial relations. Rourkela Steel Plant has taken every step to maintain a cordial relation and industrial peace amongst employees an employer.

Rajpreet Kaur (2013) has observed that the talent management is a crucial tool for recognition of the positive and negative qualities of the employees in an organization. Nowadays the managing the talent in an organization existing at global level is
very challenging and this includes the process of attracting, selecting, and training, developing, promoting and retaining the talent throughout the organization. Talent management is a key to enhance the efficiency, output, profitability and overall effectiveness of an organization by focusing the key variables such as leadership, competencies, individual skills, motivations, experience, reward and recognition.

Hassan, Olanrewaju Makinde (2013), the authors have given their opinion that the significance of industrial harmony at the workplace is great and as well as for the achievement of organizational goal and objectives as per stipulated time period. The effective and harmonious industrial relations are possible to be achieved and maintained at the workplace by creating peace and harmony at workplace under a congenial work environment. This study carried out by the authors has recommended and suggested measures for the organization to prevent strike action, disputes and disorderliness at workplace some factors should be attended maturely such as pride to be given to Industrial / Trade union activities, individual problem as organizational problems, arrangement or collection of funds for the smooth running of union activities.

Akpoyovwaire Samuel Mukoro (2013), has found that communication is very essential part of any social system because it depends upon the how and what is communicated from one person to another and that way and subject matter will create sense of mutual trust between the two parties accordingly and on the basis of that mutual trust further environment of relations will take place. The industrial harmony always depends upon the warmness of the relationship existing between employee and employer that situation again affects the efficiency and output of the people at their workplace, which accordingly motivates or de-motivates the workers for applying their efforts and the productivity and profitability are affected accordingly. It has been suggested in Nigeria that School staff and management should be instructed to communicate regularly with both internal and external audiences and stakeholders. It is an effective tool of management which avoids distrust, conflict, suspicion, confusion or mis-understandings among the workers and management. The two-way communications allowing or inviting the workers to participate in the decisions that affect their lives within the organization, it also keeps them motivated, capable, and respectable and facilitate for the achievement of the common organizational goals.

Pallavi Kumari (2013), has emphasized on the need of creating industrial harmony for sustaining the economic development and growth. The economy in India is mixed economy with includes both private sector and public sector. Industrial relations play a significant role in establishing and maintaining industrial harmony and the methods used for the same differ from industry to industry and organization to organization in according to their different objectives and nature of business.

Viresh Mathur, Manju Nair (2013), have found in their research that there was lack of pro-activeness in the Tyre Industry for protection of Industrial Relations from going to the bitter stage and affecting the Industrial peace accordingly. The authors further suggested that the Tyre Industries should be pro-active for the development of philosophy for Industrial Relation Management. The workers’ participation in decision making process regarding working conditions should be permitted and involve them for
sharing their views about their working conditions, welfare measures, encourage to provide their valuable and innovative suggestions or ideas for increasing the productivity and profitability of the organization. The culture needs to be developed in which sense of belongingness should prevail for workers that they are the part of organizational family and while addressing the issues related to them an empathically approach should be adhered for resolving the issues of the workmen.

Sudhir Kumar (2013) the author has mentioned about changing terminology in the Human Resources Management through his research paper titled as “Changing Landscape of Management that in this era of resources centric organizations the trend has changed to put the people first under the term Human Resources Management as well as to accomplish management’s objectives of maximizing the ROI (Return on Investment) on the resources. In this way, HRM has become different from personnel management. HRM has changed the administrative nature of personnel management with addition of Human Development and Welfare activities. The people of Personnel Department used to behave like Policemen of Police Station with the employees of the other Departments of the same organization and imposed their supremacy over others, but in the changed environment of HRM this Department has become more as a support provider department for other functional departments of an organization. Changed terminology under HRM is enumerated as recruitment used to be a primary as well as an inevitable activity of Personnel Management recruitment of manpower. Advertisement of vacancies was published in newspapers. The candidates used to send their applications through postal services. Call letters for interview to the candidates were sent manually after short listing. The manual process of recruitment and selection was time consuming. Recruitment has been replaced by Talent Acquisition process under HRM. Talent acquisition is the process of finding and acquiring skilled human resources for an organization. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates. The trend prevailing in the market for talent acquisition is through portal and human resources consultants, which is faster than the postal services of the olden days. Now the applications of the candidates can be received within seconds through email and interviews can be conducted over phone or through video conferencing without making the candidate travel. Talent Acquisition as a function of HRM has become a different activity than before. Talent acquisition professionals are
skilled not only in sourcing tactics and candidate assessment but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with Marketing and Public Relations as well as Human Resources.

**Sudhir Kumar (2012)** the author has mentioned in his article “Changing Scenario of Management and put a light on recently developed trends regarding statutory compliances and Industrial Relations in order to maintain the industrial harmony. For every business establishment it is mandatory to comply with the statutory requirements under various Labour Laws. In modern management system the statutory compliances are the functions of HR Department which was earlier known as Personnel Department. Earlier it was done manually and it involved a lot of paper work. Now, there is no need of doing heavy paper work and keep record in files of HR Department because with the help of computer and internet complete data is maintained digitally and kept updated on internet. The employees are also provided knowledge about their statutory deductions and benefits during their induction programmes. Now the concerned employees can also see their details with the help of internet which was not there earlier. In the present management system there is trend of outsourcing the work of statutory compliances.

**Industrial Relations:** Industrial relations can be called as relationship between worker and worker or worker and employer. There has been a tremendous change in the Industrial relations. Earlier there was a wide gap between employer and employee, a manager and worker, but now in the era of modern management that gap has been narrowed down. Now the workers and employers take their lunch in a common dining hall and share their views with each other. Face to face suggestions are exchanged.

**www.cipd.co.uk (2012)** in this article uploaded on the internet at the website of site of Chartered Institute of Personnel and Development (CIPD) in which the author has provided the information about historical development of Personnel Management and then shifting to the broader term Human Resources Management. The author has given the chronological
development of the activities with the new names and terms in the industries. According to the author the history of the Personnel Management begins in the end of 19th century. At that time working conditions of women workers used to be very bad and there were heights of exploitation and harassment of women workers and girls at their workplaces in the industries. Keeping in view those condition Welfare Officers were appointed who were also known as Welfare Secretaries. Their duty was to protect the women workers from exploitation at their workplaces. 1920s the jobs were titled as Labour Manager or Employment Manager. In the decade of 1930 the economic development had begun and the industrial development had also taken place at that time the need for manpower recruitment and manpower development was felt by the industries. 1945 the employment management and welfare work were integrated and in the decades of 1960 and 1970 a significant development took place in the industries and 1980 the broader term Human Resources Management was started first in the United States of America

Sayed Ali Akbar Ahmadi, Mohammad Ali Sarlak, Musa Mahdavi, Mohammad Reza Daraei, Taghi Vahidi (2012) authors have carried out their study on Talent Management in Southern Khorasan Electric Energy Distribution Company (SKEDC) and shared their findings about the considerable and meaningful relationship between the social capital and talent management which has been faced by Iranian organizations that includes the attraction of talent, assessment and evaluation of the talent, exploration the inherent abilities and also their development to maintain the harmony of relations between human resource of the organization with the people living in the society. The total population of respondents included for study at SKEDC was 120 people and out of that there were 92 respondents and questionnaires based on the questions related to talent management system and social capital for analysis. The talent management level can be enhanced by improving the social capital status i.e. promotes co-operations between two or more individuals in an organization. The existence of positive social capital is an essential tool for creating the trust and certainty in each employee life.
Anupam Rani, Upasna Joshi (2012) the authors have stated that talent management is a strategic tool and holistic approach for attracting and selecting people wisely and their placement according to their abilities and suitability to the respective work, it also helps in developing the employees and retaining to become effective leaders of the organization under the principle of “the right man at right place and at right time” as well as prepared the organization for the future challenges and development. Talent management process is completed through these three steps one after another i.e. recognition of the talent, development of the talent (internal and external) through skill enhancement programmes may as practical workshop and training programme, Talent engagement by providing the people work according to their abilities an capacity and keep them fully engaged with their work, further keeping everyone motivated by providing with adequate compensation and facilities and retain the talent with the organization for a long term.

Meera Singh (2012), the author has found that the organizational image can be build and enhanced across the market through employees’ retention. There are four major areas which have to be looked into for the employee branding i.e. effective and selective recruitment; goal oriented training programmes, effective communication and presentation about organization goals and other strengths, role clarity and compensation system. It is known that in the present time there is an immense competition in the market in the era of globalization and emphasis on customer’s delightedness. It is also necessary for the organization to focus on skilled manpower, retention and motivation of workmen and talented workmen through employee branding. It is important that the available talents in the organization should be empowered, which resulted to have satisfied and delighted customers. This report is having very wide view of talent management which is the biggest challenges before the HR professionals in today’s scenario.

R.N. Kadam (2012), the author in his searched has found that for bringing economic growth or develop the national economy it is necessary to run the industry without any disturbance or stoppage which occurs due to disharmonious situation in the industries. The author has further tried to convey his message based on the findings of his research that the relations between employer and employees are very important for maintain the rhythm of the production with proper quality and quantity so that all the activities depending upon one another can be continued without any hurdle. A single stoppage of industrial production causes a huge loss directly to the unit’s business but in long run indirectly affecting adversely on the economic growth of the nation, so if any country required to develop its economic conditions then it is necessary for them to maintain the industrial harmony, which results into the more productivity and prosperity. The government of various states in the country plays a very crucial role in dealing the industrial conflicts-strikes and lockouts. The main industrial disputes are mostly related to with their wages, hours of work, working conditions and welfare facilities etc.
U. M. Premalatha (2012), this report is based on the study carried out in the 15 industries located in the areas under Maharashtra Industrial Development Corporation (MIDC) of Mumbai District of Maharashtra State in India which has shown that the industrialization has resulted into the development through enhanced productivity and profitability of various business units in the area where study has been carried out. The industrial harmony affects the economic conditions of the industry. This is quite simple and prominently felt if any business unit functions without any hindrance, it will certainly earn profit and that profit will be further invested for enhancing the business and in this process of profit earning the economic situation will become stronger day by day and the opposite to the same if there are strikes, lock outs and other disturbances in any business unit the work will not be done, no work no production, no production no sale, no sale no profit and no profit no savings, no savings empty bank accounts and the economy will fall ultimately.

U. M. Premalatha (2012) according to the author as she has mentioned in her research paper written regarding Industrial Relations and through this study the author has explored the factors affecting the Industrial Relations and consequently productivity of the organization. According the author there are two types of factors i.e. Internal Factors and External Factors which are affecting the Industrial Relations in the industries. These factors are also responsible for development of principles and practices of industrial relations. The some of the important factors are Economic, Legal, Socio-Political and Technological and Educational Factors and some of the important forces which are affecting the harmony of industrial relations, those are Human Resources Policies, the level of workers’ participation in management activities, and the overall culture of the organization also affect the industrial relations and industrial harmony which consequently affecting the productivity of the organization according to the quality of relationships and harmony existing in the organization.

Arun Kumar Puttapalli, Israel Vuram (2012) the authors have stated that the discipline is very significant for maintenance of industrial peace and industrial relations without discipline no system will be able to work. Without discipline hierarchical structure of an organization shall collapse and there will be no obedience of command or orders, no direction for any function in
such situation it is inevitable that the relations between the people working in the organization shall go bitter and the industrial harmony will be smashed. Thus the discipline is primary requirement for maintain the industrial harmony, smooth running of any organization and its prosperity. Any organization which is having the good culture with code of discipline for employees as well as management adhered by everyone, motivated and disciplined employees, outstanding quality always invariably and ultimately succeeds. The structured disciplined system in the organization maintains the sense of safety in the minds of people working therein as well as keep the morale high of the employees, make them more responsible, increase the productivity and quality of work, encourage the employees to be more creative, bring new suggestions or ideas to the organization on the other hand the non-committed or in disciplined employees shows the lack of interest or enthusiasm in his work and resulted in conflict and frustrations.

Nupur Chaudhary, Bharti Sharma (2012) the authors have found in their study that employees motivation is very significant for enhancement of production and earn profit. Employee’s motivation is an effective and essential activity for enhancing the efficiency and performance of the employees and gets increased production, customers’ satisfaction, more business and profit as well as employees retention in any organization. In order to address the challenges of Human Resource Management and compete the market all the 4Ms which are elements of management of production i.e. Men. Material, Machine, Method should be utilized in an optimum manner for the survival of any organization. The motivated employee will always produce more, give better quality, cause less accidents and damages, less wastage of material, no rework, no wastage of energy and save the cost and opposite to the if the employees are de-motivated then there will be low production, poor qualities of products, more rejection and rework, wastage of material, money, energy and other resources, there will more accidents and damages and extra cost just for no gain.

M.N. Badrinath, A. V. Santosh Kumar, N. Dinesh (2012), the authors have found that the in the present time the companies are facing a tough competition irrespective of their nature of business and size of the organization, they deploying the 55 per cent of the labour force on contract basis. Most of the automobile companies are just having the 7 per cent workers on their
company’s roll who are known as permanent workers of the company. In this case study carried out in the Maruti Suzuki India Ltd with a focus on role of collective bargaining and maintenance of industrial relations for bringing industrial harmony within the organization.

Bassey, Antigha Okon, Ojua, Takim Asu, Archibong, Esther Patrick, Umo Antigha (2012), these authors have carried out their study in tertiary hospital organization in Cross River State with sample size of respondents 226 have found in their studied the strong effect or impression of multi-union on industrial harmony. The state of having the multi-union, each union struggle to survive and try to do better than other union in order to establish its hold over the workers as well as the management which is harmful for the industrial harmony. In the race of proving better and effective than each other the inter union conflicts are increased and due to the existence of inter-union conflict the industrial harmony disturbed by frequent strike. To prevent from strike and disparity, the govt. should review the existing employee’s salary structure, the scale and make relevant amendment in industrial law periodically.

Sujaya Banerjee (2012) to survive in the environment of uncertainty it is imperative for organizations to reinvent, adapt, and keep themselves ready for facing the difficult truths of the market. Learning under a strategy which has been chalked out according to future needs of the business has become very significant for HR professionals to see their plates in the coming years.

C. Francis, Anyim, Ikemefuna Cyril Oseloka, Ogunyomi Paul Olusiji (2011) these authors have established change in the form, appearance, character of collective bargaining, precisely at the time of economical recession slow down. There is recession everywhere when the economy has gone down which is a very big challenge faced by the organizations their management and also the unions too, the role of collective bargaining is very significant in establishing the harmony and industrial peace which can only be achieved through the concept of effective collective bargaining and win-win approach for both the parties i.e. management and workers or workers’ union.
Mostak Ahamed Galib, Kamrun Nahar Munny, DING Lin (2011) collected the data related to recently occurred labour unrest during the period from May, 2009 to June, 2011 amounting to 11 nos. of cases of labour unrest in the Indian automobile industries. Nowadays maintaining the cordial human relation in the auto industries in India is really a great challenge. The factors affecting the industries are demand for wage hike, reinstatement of terminated or dismissed workers, demand for recognition of labour union, hiring of 85 per cent on contractual basis to run the plant, lack of motivation, security, safety in the organizations. Some of the factors are also having the indirect relation to strike such as price hiking of raw materials, customers’ complaints, tax liabilities levied by the Government.

Sudhir Kumar Moudgal (2011) the author has suggested for qualitative development in the technical education through these various suggestions and recommendations made in this paper if implemented properly will go a long way in improving the quality of examination system. The implementation of these suggestions has to be done through cooperation of all concerned for which extensive training should be provided to various officials of the system for exposing them to policies, procedures, and objectives of the quality education system. Academicians, Controller of Education System, and all supporting staff should be encouraged to understand the role of quality education system in improving the quality of education. An efficient education system will produce technical manpower of superior quality from the existing technical institutions.

Rajesh Jumani (2011) E-learning has been in existence for last several years, however its importance in India has increased tremendously in last two decades giving the huge demand for world class talent across the sectors.

Center for Social Research (CSR) study report presented by the CSR about the women’s condition in the employment says that the women are still far away from acquiring their real status which they deserve in their organization. As the economy is growing the employers’ mindsets are going backward, as the report under the topic “Women Managers in India: Challenges and opportunities”. The Centre for Social Research has conducted a survey about women in four sectors – healthcare, media, banking and finance, hospitality in four metropolitan
cities. The most women managers said that they had to confront male egos from both the sides i.e. subordinates as well as seniors which many times leads to loss of career opportunities. In fact, 72 per cent of the companies covered by the survey did not have a policy for promotion of women employees to the leadership position or make the organization more gender sensitive. It is known to everyone and the true fact in India that the women have to live with dual burden i.e. they have to fulfill all the requirements of their domestic life by performing all the duties related to domestic affairs along with their official duties irrespective of their designation and burden of work at workplace. They have to carry out the balance between work and home and in that no support from the male members of the family. To, top it these days, social networking plays a big role in career growth. About the 54 per cent women managers said, unlike their male counterparts, they did not have the luxury to stay late and socialize after work because of family obligations. Participation in training workshops and transfers (in banking), travel (in media) were also low. It has also been found out in the study that due to social circumstances most women aspired to raise their careers but lacked confidence and drive.

Tageszeitung (2011) the author has presented a report based on interview of Annelie Buntenbach, a DGM Executive Board Member in Germany who has told in her interview to the author of this report that in a bid to make the workmen more skillful and use maximum skills in performing the German Unions have called for a return to official siestas as part of the working day. The DGB confederation of trade unions has argued that a short, lunchtime power nap makes sense for health and performance reasons. Even though the siesta is something that is not given any more in the South European countries it is still a good idea for health reasons. A short afternoon nap reduces the risk of several health hazards, for example heart attack, and provides an energy boost.

Daily Express (2011) in a report has been published in the said news paper based on the report and findings of the lead researcher Dr. Sharon Toker that the maintenance of harmony of relationships at workplace enables an individual to live longer. According to the report everyone should forget the enmity and just try to be friendly with all even though with those people who do not like you and you know about the fact, still one should always try to maintain harmonious
relationship with the colleagues at workplace. It has been found in the research that getting along with the workmates can significantly improve one’s life quality and life span in fact, a friendly work environment and a positive relationship with co-workers has long term health benefits, while lack of it increase one’s risk of dying by 140 per cent. For their study conducted at Tel Aviv University the researcher has recorded 820 adults who worked an average 8.8 hours a day over 20 years. Those who reported having low social support at work were 2.4 times more likely to die within those 20 years. On other hand employees who believed they had the personal support of peers were more likely to live longer. She explained: “We spend most of our waking hours at work and we do not have much time to meet our friends during weekdays. Work should be a place where people can get the emotional support they need.” During the study 53 participants died, most of them had negligible social connections with their fellow workers.

**Manik Kher (2011)** although the attractive remuneration and other benefits are usually vital to retain the employees yet sometimes it is not necessarily motivate the employees and make them to give their best in their work performance, if the sense of emotional attachment with the organization is not there. A study has been carried out by Union Grant Commission’s (UGC) scientist at Pune University advocating the concept of ‘Emotional Ownership’ in order to keep the employees motivated and their morale high. The factors contributing to emotional ownership of work and sense of belongingness are opportunities of self – expression, creativity in work, empowerment, freedom on job, opportunity to learn something new, variety in job and sense of achievement. This is the way of transforming the organizational culture in order to make the organization more strong because it is the human resources who are the main strength of the every organization and the human resources are fully devoted and emotionally attached with the organization, then they can possibly accomplish all the objectives established by the organization and the employee retention will also be stronger.

**Akinyele Samuel Taiwo (2010)** the author has found in his study conducted for preparing the said research paper and found that the generally existing factors do have the significant impact of Organizational Climate formation and consequently affecting the efficiency and output of the employees at workplace such as availability of resources i.e. Man, Material, Machines, Methods, and Money etc.
Anil Kumar Singh (2010) the author could develop an opinion by conducting this study that the companies with strong culture are highly successful and continuously achieving the growth. The author further agreed on the basis of facts came across during his study that any organization irrespective of its size and nature of business and geographical situation if the company moves away from a pure technical, rationalistic approach toward a more adaptive and humanistic approach.

Abhijit Siddhanta, Debalina Roy (2010), it has been summarized about the employees’ engagement that the relevance of employee engagement by the data collected through the various research findings and corporate practices and implications for theory which includes Gallup, Hay Group, ISR, Right Management, Blessing white & HR Annexi etc. It has been found in the study that 34% employees in India are fully engaged and 13% are actually not engaged properly. The new corporate culture focused on the employees not only what they produce but also to focus their hidden talent for organizational development and growth. There are four major factors on which the employee engagement depends are such as: Organization’s culture, formation and implementation of people focused policies, measureable KRA’s and organization performance. The highly engaged employees of any organization make the organization stable and successful in terms of financial and non-financial.

Solomon Markos, M. Sandhya Sridevi (2010) the scope of the employee engagement are very vast and broad in nature and the same is supported by the two way relationship between management and employees. Fully engaged employees are always good for the organizational growth as well as beneficial for individual employees. The fully engaged employees’ benefits are higher production, better quality of output, increased profit, customer satisfaction and safety etc. Employee engagement is affected by the personal strength and personality traits of the employees’ i.e. knowledge of their own work, skills to apply the knowledge, aptitude level and the individual’s attitude etc. The organizational culture, environment and prevailing practices
affected by the leadership, social networks, personal respect, process, context component of job performance etc. The beginning of employees’ engagement takes place from the first day through effective recruitment and orientation and induction training programmes. It applies from the top management in the organization and always keeps focus on the top-talented employees to reduce their turnover and continuously maintain or increase the business performance of the organization.

Mohammed Javed Kalburgi, G.P.Dinesh (2010), however, the concept of employees’ motivation vary from place to place but play a very significant role on the employees’ performance at his work as well as there are several other factors which contribute to the concept of employee motivation and it differ from situation to situation. There are chances the methods and guidelines which are effective in one organization may not be as fruitful in the other organization it depends upon the various theories. The good environment of the organization and supervisor’s help in performing the task of the employees play a vital role for employees’ motivation. Organizational Development and Growth is always affected by the employees’ level of motivation and morale.

Preeti Khatri, Shikha Gupta, Kapil Gulati, Santosh Chauhan (2010), the talent management in the organizations which have attained the level of global level has become more complex because of high demand and expectations due to high level of competition as well as the lack of a comprehensive understanding of skills, capabilities, key workforce and top talent are also the factors behind the complexity of talent management. The strategy of talent management is a significant factor which plays a very vital role in the organizational success. Most of the companies also develop their plan and keep the track record of the talents of their employees which includes attracting and recruiting qualified candidates with competitive backgrounds, managing and determining competitive salaries, opportunities for learning and developing of the employees, performance management process, employees’ retention programme, promotions, transferring and the leading organization generally ensure that the right person with right skills
and knowledge has been placed in the right job at the right time. Talent management can be the major strategy for the company’s value proposition and a distinct competitive advantage.

R. Tamilselvan, K. Bhavani (2010) the technological advancement has a remarkable impact on employees’ performance as well as on industrial relations ultimately affecting employee productivity which can be felt in every industry and all organizations nowadays. Enhanced performance of the employees due to technological advancement has contributed significantly harmonizing the industrial relations due to improvement in productivities and profitability but the human input towards the improvement in the productivity, economic growth and development is very-very crucial factor which cannot be overlooked by organizations. The trade unions also play an important role to make industrial environment conducive and with the objective of promotion of productive efficiency, capitalism.

The author has further carried out the study in order to know the employee’s opinion and management strategies towards the talent management in the organization. The author has an opinion that the money is not the only reason due to which the people leave the organization beside the money factor the organizational culture plays a very important role in retention of the human capital with the organization for a long time. There are several practices, traditions, policies and different behaviors of different people at different occasions are involving to build and develop the culture of an organization, so there are certain factors in the organization which may not be suiting to the people working therein and they may decide to quit due non-suitability of the culture of the organization in spite of handsome amount of payment paid by the company. The major strategies such as Job rotation and New Assignment, Alternative Work Schedule (AWS), Reward and Recognition system, Retention bonus/ scheme are the more acceptable by the majority of the employees in the IT organizations.

Satwanti Ahlawat, I.A.S. (2010) the author of this article is a Senior I.A.S. officer and presently rendering her services as Labour Commissioner in the Labour Department, Government of Haryana. The author in her article has focused on the bonded labour through her article title as “Right to Dignity of Labour” has enumerated that the scourge of bonded labour is as old as man, appearing from time to time in its various manifestations. In olden days the bonded labourers were known as “DAS” an there was a tradition of keeping bonded labourers called as “Das Pratha” (Slave System) in India. This system implied infringement of basic human rights, erosion of human values and denial of dignity of labour itself. The founding members of our constitution have made several provisions to make an end of this evil practice and to eliminate it completely from the root itself from our society. It should become a part of our history. In order to prohibit any form of forced labour so many laws have been enacted during the last six
decades. To give the concrete shape to their vision the Bonded Labour System (Abolition) Act has been enacted in the year 1976 to eradicate this evil completely from its root from our society.

**Satwanti Ahlawat, I.A.S. (2010)** prior to independence of India there were no provisions of Social Security. In the year 1923 when the Workmen’s Compensation Act was passed that was the beginning of the Social Security for Industrial Workers in India. This act has provided the compensation to the workmen or their dependant family members in case any worker dies or loses his limbs in any accident during the course of his employment. After independence several measures related to Social Security to the industrial workers in India have been taken. The Employees’ State Insurance Scheme 1948 is a significant law providing Social Security to the Indian Industrial Workers. It covers the employees drawing wages not exceeding Rs.15,000/- per month. There are provisions of providing several benefits including medical treatment to the Industrial Workers and their family members. Beside these there are some more labour laws enacted by the Government of India which ensure the Social Security to the Indian Industrial workers such as Provident Fund and Misc. Provisions Act, 1952, Maternity Benefit Act, Payment of Gratuity Act etc.

**DCE 5634 Organisation Employee and Community Relations (2009)** the author in his article has written about the various theories of Industrial Relations under the title of the article “Approach and Theories of Industrial Relations” in which the author has mentioned about the nature of work organization as Unitarism, Pluralism, Radical or Marxist. The author has mentioned about Unitarist perspective is that the employees of an organization remain in cohesion with each other, no source of authority is accepted without question, conflicts are usually abnormal which are caused due to agitations of the workers. Union is not required in this system, unitarism underlines the Human Resources Management implicitly.
Pluralism: Management of the organization and the owners are separate entities under this system of approach. There are different interest groups at workplace. Conflicts are endemic in the employee – employer relationship. Representatives of the organization regulate the process and there are legitimate Trade Unions.

**Maheshwari and Ganesh (2006)** a study conducted on “Ethics in Organizations by these two authors based on a case study related to “Tata Steel” and it has been found and suggested by the authors that managers should to emphasize to focus on matters related to leadership, organizational structure and adherence of code of conduct while implementing ethical practices. The people of an organization who are leading the team in their organization will have to do exemplary tasks in order to display a strong commitment to ethics through communication, reward and punishment, and adoption of a role model stature.

**Boru and Islamoglu (2005)** the author has made a study and presented his report through his paper titled as “Ethics, Trust and Mutual Assistance”. The author could reach to a conclusion that ethical behaviour of a person of course creates trust amongst the other people about the person following ethical values but provides no mutual assistance. Promoting trust and honesty is the most important component of ethical behaviour and practices. However, everyone expect ethical behaviour and practices from all these behaviours while exchanging secret and important information but the ethics and critical behaviour is of no importance when helping others.

**Gohil (2004)** the author of this paper titled as “Ethical Agreement of Managers, Management Trends” and through this study report the author has pointed out that there is a remarkable difference between the designation held by someone and his/ her agreement of ethical behavior and practices as a manager of an organization of the corporate sector.

**Gunmala Suri (2004)** the author has conducted a study in University Business School, Chandigarh and enumerated in her study about the necessasities and requirements of e-learning in the corporate sector. This is not only limited to fulfilling the business requirements but also
creating a new organizational climate through e-learning that the objective of e-Learning to create learning at broad level in order to ensure that training reaches out to more and more individuals and develop talent within every individual and make them aware and capable of using technology and perform their responsibilities more efficiently and effectively. The practice of knowledge management has created a lot of technological advancement from email to sophisticated intelligent search and extended enterprise analytical tools. The people may use any tool but the objective is the same: to capture, to store, to retrieve and to distribute information from internal and external sources and build upon intellectual knowledge wealth inherent in the organization.

K.N. Rao (2004) the author has tried to draw the attention of people towards developing technology, new tools, innovations through his paper titled as “E-learning the way ahead” and informed about the significance of training through e-Learning which has become a new training process and delivery tool which has been adopted across Asia pacific. The market of e-learning is growing day by day in Indian Corporate Sector which is in full swing. The e-learning system itself has taken the shape of training module for the people of 21st century across the world and the entire market is affected with this across the globe.

Brig. K. S. Bhoon (Retd.) 2004 the author is a retired officer of Indian Armed Forces who has worked at very senior positions and experienced several critical operations in his career of Army Services. Now the author has tried to give back to the society in the shape of knowledge and learning to the new generation from whatever he has learnt from the different experiences. Out of those experiences he has also prepared a research paper on e-learning and tried to show how e-learning can be leveraged in extended supply chain covering suppliers, dealers and customers, thus enhancing collaboration among supply chain partners. We conclude the paper by outlining a seven step process for implementing E-learning in a manufacturing organization.

Mark Hilton and David Smith (2001) the authors have explained through their study report as research paper “SMEs in their national social, economic and environmental context” and it has been brought into the knowledge of the common people that in the most European Union
countries there are laws or commonly accepted and agreed rules on the combined representation of employees of the various organization, through their works councils, representatives of employees who have been elected by the employees themselves as well as the representatives of the trade unions. The duties and responsibilities as well as way of discharging the same of these various representative structures are varying from country to country, reflecting different traditions.

Deborah Alpert Sleight (1993) the author has found that the on-the-job training method and through apprenticeship have brought a tremendous changes in the employees qualities until the Industrial Revolution. In order to enhance the knowledge and skills of the employees during the period of 1800s factory schools were created, in which workers used to be trained in classrooms within the factory premises. In New York City in the year 1872 Hoe and Company, who were the manufacturer of printing presses were having such a volume of business and accordingly requirement of trained human resources that it became inevitable to establish a training school in the factory for the purpose of providing training to machinists. The old-style apprentice system was not adequately sufficient. By that time the classrooms had become the customary places for providing education to the people in those days and those classrooms were simply recreated in the factories, with the classroom subjects being how to do the tasks required in the factory. The need for the factory run classroom was that because of use of machines after Industrial Revolution the speed of production got increased at the low cost and in less time period, hence the need for trained people for operation of machines as operators existed. The factory owners of the factories wanted to train the workers quickly for starting production and gain more quantity of produced goods because there was a large demand for the produced goods. The new machines of those days were much more complicated than the tools of the agrarian society of the past, and training needed to be accomplished quickly, the training methods of the past were inadequate.

W. Randy Boxx, Randall Y. Odom, Mark G. Dunn (1991) the authors have carried out a study about the impact of organizational ethics, values and value similarities on satisfaction, commitment, and cohesion within a the organizations working under not-for-profit settings. The study was conducted by collection of data of 387 executives of highway and transportation department. The organizational values system plays a significant role in talent recognition and
talent management in the organization. It is the value system of an organization which is fully responsible for maintenance of industrial harmony and efficiency of employees and the productivity as well as profitability.
LITERATURE REVIEW GAP ANALYSIS

Analysis of gap between the above reviewed Literature and the present study carried out by the scholar is that the scholar has reviewed several research papers, projects and thesis as quoted above during his study and found that there are many researchers have worked towards the area of Organizational Culture, Organizational Climate, Work Environment and Working Conditions, Training and Development, Talent Management and even about the Talent Recognition but none of them has been found, touching the area that how does the Talent Recognition and Industrial Harmony is related to each other and how the Talent Recognition affects the Industrial Harmony. That is the reason that the scholar has conducted his research study on the relationship and impact of Talent Recognition with Industrial Harmony.