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CHAPTER I

INTRODUCTION

Man - The "Mindful - Animal - in - Nature" is prudent, magnificent, discriminatory, analytical, objective, communicative, interactive and sociable. It is the lofty species of life on the evolutionary hierarchy of nature. These statements interprets some of the fundamental peculiarities of human beings, though, it is not expliciting the comprehensive features and concepts about the species. Man’s own created knowledge centres have made intensive endeavours to analyse and elucidate the emergence, evolution, survival, behavioral pattern and diverse attributes of human beings. Now also the studies are going on. Religion attaches the concept of human beings with the concept of god, ie, God has created human beings. Science attaches human beings with animals- as a Social animal, Thoughtful animal, Weapon producing animal, Politically cognizant animal etc. are some of its connotations related with man. All these definitions about human beings are true, but they are not complete.

Among the numerous notions expanded by the various researchers and thinkers in the concerned branch of knowledge, the most prominent and distinctive is the quality of "conceptual thought" possessed by human beings from other species of life on earth. This quality enables them to store the day to day experiences of life, facts, figures, events etc. in its inner chambers of mind and recall the same to its conscious stream of mind as and when needed with the help of its unique power of memory. They also enjoys the ability of taking decisions based on past experiences. Animals also can the reciprocate with past experiences but, they don’t have the ability to compare it with present problems.

Hence we can arrive at the inference that the very basis for the distinctive existence of human beings remains on its mind. Mind is the key factor for their overall performance. It plans, organise, directs and controls their thoughts and actions some what like a Manager/Leader in an organisation. So "human mind" can be described as the "First Manager in this Universe".
Another remarkable property of human beings is that their "sociable attitude". They always prefer to discuss their views, share their feelings and thoughts with other fellow human beings. Precisely speaking, they need some kind of external intervention, guidance and direction in order to discharge their duties in life and for their mental and social development. These internal pulls by and external pressure on mind creates an integral man.

In brief, a proper system of administration of human mind and human activities can produce outstanding results. Here we can highlight the significance of the 'art and science' of managing people for an appropriate utilisation of their mind and energy.

Human beings as a Resource

The literary meaning of 'resource' is wealth, supplies of goods, raw materials etc. which a person, country etc. has or can use for satisfying their needs. Then there is the question whether we can incorporate human beings also under the head of 'resources', that requires little explanation. When we use 'resources' to indicate raw materials or any other type of goods, we mean it as 'resources' in the strict sense because, they are something which we can see and feel. In other words, we can mention these resources as "hardware resources". But in the case of human beings, the term 'resources' is actually applied to the ability, power and skill of the workers to do a particular work. These are qualities which we could not see with our eyes, but it is something which we can feel. So we can specify these resources as "software resources" which are to be properly tuned and managed for the smooth running and progress of any entity utilising human power. Therefore, by the statement of 'human resources', we only mean the ability, power and skill possessed by human beings to work.

Human Resource Management

Harold Koontz, a famous management expert defines management as "It is the art of getting things done through and with people in formally organised groups".

M. C. Farland another famous Management expert defines management in a more elaborate form. According to him, Management is defined for Conceptual, theoretical and analytical purpose as that process by which managers create, direct, maintain and
operate purposive organisation through systematic, co-ordinated, co-operative human efforts.

Eventhough both the management exponents defines management differently they visualises management on the basis of people working in an organisation. Both of these definitions concentrates on the human factor in an organisation and their maintenence. So Management as a branch of knowledge greatly depends on the human elements in the organisation for its existence. Without human resources, a business organisation is nothing, therefore Planning, Recruitment, Selection, Training, Motivation, Performance Appraisal etc., are the most important and crucial issues, as far as a business organisation is concerned. Utmost care and considerations must be provided by the management while acquiring, inducting and maintaining the manpower for the organisation. Usually a Human Resources Department (HRD) will be constituted by many business organisations to manage the affairs of its human resources.

It aims at developing head, hands and minds of every individual man and woman working in the organisation. The objectives of any organisation can be met only by people who are competent and motivated.

Human Resource Management (HRM) is both a science and an Art. It applies scientific knowledge about management principles to perform its functions. But a manager also requires the skills for applying scientific knowledge in management. So absence of either will result in inefficiency. Neither should be over weighed or slighted. A balance between two is needed. Hence management of people is generally accepted both as a science and an art.

**Statement of the problem**

The beginning of the decade 1990 was flagged off by the concepts of boarderless economy, global villege, privatisation and Information Technology. These newer concepts caused drastic changes in the organisational behavior and practises of all nations. The traditional monopolistic business houses were pulled to severe competitions, many business units derailed and new ones flourished, New issues and challenges were emerged, Business
Management became a struggle and organisations were forced to sharpen their managerial skills and improve their competency. Above all, business firms have to enter into a more dynamic world of international business. All these intricacies insisted for the research in and development of the branch, Human Resources Management. Thoughts and teaching in HR policies and practices considerably increased. New chairs of HRM were created by Universities. As a result many new concepts and techniques were evolved.

Traditional HR policies and practices were re-engineered to curb the threats posed by the new organisational atmosphere. Both industrial units and academical institutions are now taking special interest in establishing HRM Research Centres to encourage studies on HRM.

In this context, this is an humble attempt to study the various aspects HRM practices in some of the State Level Public Sector Enterprises (SLPEs) in Kerala. The system of Public Sector Enterprises in Kerala is also passing through a narrow path of intensive complexities as a result of the new economic policy and many other problems. So the present study strives to analyse the HR policies and practices followed by the PSUs which are under the management and control of the Government of Kerala. The research Problems is stated as “Human Resource Management in selected Public Sector Undertaking in Kerala”.

Objectives of the Study

This is an empirical study performed to analyse the crucial of Human Resources Management like Planning, Selection, Induction, Training, Performance Appraisal and Compensation of manpower in the selected Public Sector Undertakings in Kerala. An attempt has been made to touch the major aspects of HRM and its applications by the PSUS selected. Following are the specific objectives of the study :-

1) To examine the HRM practices followed by the selected PSUs
2) To determine the effectiveness of HRM in the selected PSUs
3) To ascertain Job satisfaction of workers and supervisors in the selected PSUs
4) To ascertain the employer-employee relationship in the selected PSUs
5) To know the impact of Trade Unionism on the work environment of the PSUs.

6) To test the relationship of Hygiene factors and Motivational factors proposed by Herzberg on Job satisfaction of the workers and supervisors

7) To identify the need priorities of the workers and supervisors in the PSUs for comparing them with the Need hierarchy theory formulated by Maslow

8) To suggest measures to improve the existing system of HRM in the selected PSUs.

Hypotheses

Following hypotheses are assumed by the investigator in the present study:

1) An effective HRM system is prevailed in the selected PSUs

2) The workers and supervisors in PSUs are satisfied with the existing job conditions.

3) A fair employer-employee relationship is existing in the selected PSUs.

4) Trade unionism does not make a negative impact on the work environment of the PSUs.

5) The relationship pattern of maintenance factors and motivational factors on job satisfaction explained by Herzberg persists in the public sector environment of Kerala.

6) There is no discrepancy in the need priorities of the employees in the selected PSUs from the order of needs explained by Maslow.

Methodology

The SLPEs for the purpose of conducting the study were selected by following Stratified Sampling Method. Since the study emphasis on the human factor, the total 102 performing State Level Public Enterprises were sorted in descending order on the basis of number of employees in these Units. Then these Units were classified into five groups by percentile. First, third and fifth groups were identified and selected as Large, Medium and Small sized Organisations. Second and fourth groups were discarded.
Further, each selected groups were sorted in descending order on the basis of profitability. Then they were categorised into five sub-groups by percentile. First, third and fifth groups were identified and selected as High profit, Medium profit and Low profit Enterprises. Second and fourth sub groups were discarded. Then first 4 Enterprises from each of the selected sub-groups were taken for the purpose of conducting the study. This arbitrary classification of SLPEs on the basis of employment and profitability was made as per the data on employment and profitability supplied by the Review of Public Enterprises in Kerala (Annexure VII & VIII), 2000-2001, by the Bureau of Public Enterprises in Government of Kerala.

As per this methodology, 36 Enterprises were selected out of the 102 operating SLPEs in the state (2000-2001). This methodology enabled the researcher to give due consideration to the heterogenic nature of the PSUs with regard to their employment and profitability and to select 1/3rd portion of the total operating SLPEs in the state.

Sampling of Workers - In order to take samples of workers from 36 selected Enterprises, Proportion Allocation Procedure was followed. Under the Proportion Allocation Procedure the total sample of size ‘n’ is obtained by applying the formula:

\[ n_L = \frac{N_L}{N} \times n \]

Where ‘n_L’ is the sample size of Lth stratum, ‘N_L’ is the size of the ‘Lth’ stratum, ‘N’ is the total population and ‘n’ is the sample size. Here it is worked out to get 75 workers from each strata. As per this method of sampling, the total workers selected in the present study was 675.

Sampling of Supervisors - Samples of supervisors are taken by following the Representation Sampling Method. This method is followed because there is high variation in the number of supervisors in different Enterprises. In some units, the number of supervisors are more and in some units they are very low in number. So one supervisor from each of the 36 selected units were taken for the study and here sample size of supervisors was 36.
Data and Analysis

Both Primary and Secondary sources of data were used in the study. Data concerning the HRM Practices like HR Planning, Recruitment and Selection, Training and Development, Promotion Policy, Transfer of employees Performance Appraisal, Motivation etc. were collected by interviewing the Senior Executives and Heads of Department of the selected Enterprises with the help of a structured Interview Schedule (Appendix IV) and by verifying the Service Records of employees maintained by the organisations. Primary data were collected from sample supervisors and employees by using structured Questionnaires (Appendix II & III). Secondary data were collected from diverse sources such as company records, reports published by the BPE, Industries Department and other departments in Government.

Principal Component Analysis was resorted for evaluating HRM Effectiveness, Job satisfaction, Employer-Employee Relation, Impact of Trade Unionism and to test the Herzberg’s Two Factor Theory. Principal Component Analysis (PCA) involves a mathematical procedure that transforms a number of correlated variables into a smaller number of uncorrelated variables called principal components. The first principal component accounts for as much of the variability in the data as possible, and each succeeding component accounts for as much of the remaining variability as possible. This technique is usually applied to discover or to reduce the dimensionality of a given set of data and to identify new meaningful underlying variables.

The mathematical technique used in PCA is called ‘eigen analysis’. Under this method it is required to ascertain the eigen values and eigen vectors of a square symmetric matrix with sums of squares and cross products. The eigen vector associated with the largest eigen value has the same direction as the first principal component. The eigen vector associated with the second largest eigen value determines the direction of the second principal component. The sum of the eigen values equals the trace of the square matrix and the maximum number of eigen vectors equals the number of rows or columns of this matrix.
PCA is used in statistics to extract the main relations in data of high dimensionality. A common way to find the Principal components of a data set is by calculating the eigen vectors of the data correlation matrix. These vectors give the directions in which the data cloud is stretched most. The projections of the data on the eigen vectors are the Principal Components. The corresponding eigen values give an indication of the amount of information represented by the respective Principal Components. Principal Components corresponding to large eigen values represent much information in the data set and thus tell us much about the relations between the data points. This technique is most useful when a large number of variables prohibits effective interpretation of the relationships between objects (subjects and units). By reducing the dimensionality, the results can be precisely interpreted with the help of few components rather than a large number of variables.

In order to test the Maslow’s Need Hierarchy Theory, the method Multi Dimensional Scaling (MDS) was followed. This technique attempts to find the structure in a set of distance measures between objects or cases. This is accomplished by assigning observations to specific locations in a conceptual space (usually two- or three-dimensional) such that the distances between points in the space match the given dissimilarities as closely as possible. MDS is also applied to subjective ratings of dissimilarities between objects or concepts. It can handle dissimilarity data from multiple sources.

**Period of Study**

The present study has gathered secondary sources of informations related with HRs of SLPEs for the past 10 years. Since 1992 - 93 to 2001-2002. This Period has been specifically selected for the study, because of the following reasons:

a) The new economic policy declared by the government in 1991 brought in drastic changes in the industrial and organisational climate of the country during this period.

b) The policy of Disinvestment and Restructuring of Public sector by the Central Government in this decade was a major issue affecting the Public sector.

c) Intense competition in the domestic market and supply of goods and services in the
global market as per international accepted standards, made the management of Public sector more complex during this period.

d) As a result of Globalisation, many new management concepts and practices were entered into Indian corporate world during this period, also affected the public sector. Hence the specified period assumes pivotal position in the industrial and organisational track record of the country.

**Significance of the Study**

The new generation economic Policies created a turbulent and competitive business environment. Market operations were extended from a restricted domestic market to a wide international market. In order to operate in the complex international market and to handle a highly competitive domestic market, business organisations, Felt the requirements of competent people with excellent brains. But their search for best people ended with realising the following facts:

a) competent people are not easily available

b) Even if they are available, attracting and retaining them is not an easy job.

c) The traditional HR system is insufficient to meet the needs of present organisational situation. and

d) For the purpose of gathering, tuning and maintaining people, a high power HRM system with best HR practices must be established as compared to their competitors.

Today, the business community is well aware of the importance of people working in their organisations. As a result every organisation is paying due care to their people. They are now inducing and enhancing thoughts and studies on Human behaviour, Human Psychology and Human Resources Management for an optimum utilisation of human resources.

In Academic point of view also, HRM is highly recognised as a significant branch of knowledge. Now a days, many Universities and educational institutions are providing special emphasis to HR related studies and research to create highly talented and competent.
HR practitioners and professionals. All these factors brought in light significance of HRM in the current organisational climate.

The present study on HRM is conducted in the State owned Public Sector Undertakings in Kerala. Public sector is particularly selected for executing this study, because of the following reasons;

a) Public sector accounts for over 50% of the industrial capital in the country. Vast investment made in the public sector would require the greatest attention being paid to the management of its human resources.

b) Today, Public sector is facing various internal and external problems. Internal problems includes, low productivity, low profitability, inefficient management, frustrated labour etc. and external problems includes; challenges posed by globalisation, competitive market environment, policy of privatisation declared by the Government, Low quality of goods and services etc. and Finally

c) The social obligation and heavy employment generation by the Public sector

Having been acquainted with these elements Public sector is identified as the best choice for conducting a study on HRM and, the topic Human Resource Management in Public sector is regarded as a relevant subject for academic research.

**Review of Literature**

A survey for the available literature on this branch revealed the fact that, this area has remained a neglected one for a long period of time. During the earlier periods of industrial and business environment, no one has considered people in the organisation as an important element to be noticed. Research scholars also eluded them and of the credence that a study on this aspect is irrelevant. But with the beginning of 1980’s this branch has attained the concern of management experts and research scholars. HRM became a topic of fast growing research and teaching interest. As a result, the conceptual base of this branch of Knowledge developed and its functional boundaries widened. At present, human elements has occupied a pertinent position in business organisations. The literature scene is entirely different
form as that of 1980’s. The interest of both practitioners and academicians are increasing on this area. Today we can see many studies on HRM, both at the national and international level. Some of the prominent studies perfectioned on HRM and its functional areas are listed below:

**FW Taylor**, the father of Scientific Management was the pioneer Management expert to emphasise on human aspect in an organisation. He made several outstanding studies in this regard. Taylor’s master piece study on Scientific Management (1911) stressed the importance of satisfying the needs of the workers for increased productivity. Taylor made many simplistic assumptions about human behavior and motivation, especially that monetary rewards should increase productivity.

**Etlon Mayo and associates** (1941) emphasised on certain management aspects like Attitude of the supervisors and their behaviour, Satisfaction of the workers and their morale.

**A. H. Maslow** (1954) interpreted that the behaviour of an individual at a particular moment is usually determined by his strongest need. He has estimated a model of human needs to explain the strength of needs as low strength and high strength. He says that as the basic needs are satisfied, an individual seeks to satisfy the higher needs.

**Thomas A Mahoney** (1961) conducted a research on Management Development. It aims at providing a frame work for the consideration of problems in developing an effective management system. It discusses the essential elements of a programme, including not only individual development but also organisational analysis and planning, management appraisal and inventory management, compensation, recruitment, selection and placement.

**Rensis Likert** (1961) and his associates of University of Michigan, USA studied the patterns and styles of managers and identified 4 systems of management, in terms of leadership styles refered to as Explosive autocratic system (System 1) Banevalent autocratic system (system 2) Participative system (system 3) and Democratic system (system 4)

Victor H Vroom (1964) proposed the Valence Expectancy Theory in Motivation. According to him, people will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their part will help them to achieve the goal. He formed the equation Motivation (Force) = Valence x Expectancy. According to him, valence is the strength of an individual preference to a particular outcome.

Rustom S. Davar (1965) conducted a study on Executive Motivation. In that study he implies that, self realisation was the most critical need area unfulfilled. Although, there is not sufficient evidence, it can be assumed that one travels up the management hierarchy, the needs requiring fulfilment also move up the need hierarchy.

Frederick Herzberg (1966) According to Herberg, there are 10 Maintenance or Hygiene factors. These are Company policy and Administration, Technical supervision, Interpersonal relationship with supervisors, Inter-personal relationship with peers, Inter-personal relationship with subordinates, Salary, Job security, Personal life, Working conditions and Status. These maintenance factors are necessary to maintain a reasonable level of satisfaction in employees. He also identified 6 Motivational factors such as Achievement, Recognition, Advancement, Work, Possibility of growth and Responsibility. An increase in these factors will improve the satisfaction of the employees and decrease will not affect their job satisfaction.

Dhawal Mehta (1966) reviewed the scope of human relations in Indian organisations. He emphasised on Leadership styles, Trade unions, Labour problems and Measures followed by them against the management in case of unrest. He claims that the negative incentives of layoffs, disciplinarty actions are more efficacy in India.

Douglas MC Gregor (1967) propounded Theory ‘X’ and Theory ‘Y’ in the management action of directing humanbeings in the organisation. These 2 theories involves
certain assumptions, generalisations and hypotheses relating to human behaviour and human nature. These theories serve the purpose predicting human behaviour.

D. K. Lahiri & Srivastava (1967) tested the applicability of Herzberg’s two factor theory of Motivation in the Indian context. It was found that, for middle level managers, responsibility, domestic life, accomplishment, job and the utilisation of abilities on job were found to be motivational factors while organisational policy and administration, promotion, salary, superior and growth were dissatisfiers.

L. W. Porter and E. E. Lawler (1968) formulated another theory on Motivation. They propose a multivariate model to explain the complex relationship that exists between job attitudes and job performance.

M. N. Rudrabasavaraj (1969) conducted a study on the Personnel Administration in India. It covers almost the entire aspects of personnel system in the Public sector undertakings in India. It is an excellent study and perhaps the first one of this type in India.

K. G. Desai (1969) conducted a study to evaluate the workers’ expectation from the supervisors and management. It covers the aspects of compensation and wage payment system is the selected enterprises.


Laxmi Narain (1971) made a comprehensive study of 1213 mangers from 47 PSEs. She ranked the priority of these managers, while managing their employees. In this ranking she found that job security was listed last. So a striking feature of this finding is that job security has been given lowest priority by the Mangers.

Iswar Dayal & Mirza S. Saiyadain (1970) made a study on motivation in Indian industries. They concluded that the Hygiene theory of Motivation is applicable in the Indian context.

Ronald J. Burke (1972) performed a research on job transfers of personnel to know the different satisfaction levels, promotional transfers as well as the effects of job transfers on individual's life.

Pritam Singh (1972) interpreted on the managerial styles in India. He stated that managers in India must become increasingly participative in the light of the rapidly changing political, social and cultural environment.

V. V. Giri (1972) studied the labour problems in Indian industries. In this study, he covers most of the crucial aspects of labour problems and wage payment system.

D.M. Pestonjee and G. Basu (1972) conducted a study on Job Motivation in Indian industries, found that motivators contributed significantly more towards satisfaction than hygienes in public sector, whereas in the case of private sector, motivators contributed significantly more towards the feeling of dissatisfaction than hygienes. This study partially supports the theory of motivation proposed by Herzberg.

D. K. Lahiri (1973) in his study on motivation finds that importance of job factors related to various needs as perceived by different levels of managers does not correspond to the need hierarchy suggested by Maslow. Autonomy, responsibility, promotion and growth opportunities are assigned higher priorities by Indian Managers.

A. D. Singh (1974) studied the Man Management in Tata Iron & Steel Co., Ltd. Jamshedpur. He found that the employees are placed at the central position in Tata Steel and they have given precedence over machine. The main aim of the Personnel Department in Tata Steel is the welfare of its employees. It makes an intelligent anticipation and sympathetic understanding of the needs of the employees, a keen foresight and breadth of vision in the formulation of policies and sincere efforts to meet those needs.
O. P. Dhingra and V. K. Pathak (1974) conducted a study on Employees attitudes, Management practices on employees attitudes, Management practices and Industrial relations in India.


Prof. Lallan Prasad (1973) conducted a detailed study on Personnel Management Practices in Public sector. He dealt with various issues of vital importance in the management area which affect the public undertakings.

Keith Davis (1975) observed the behavior of human beings at work. He tells that “along with men’s technical imperative, there is also a social imperative to work together. Man is a social being. He wants to belong to associate with others rather to work in isolated loneliness. Out of this basic drive of man, the informal organisation arises”.

Waino W. Suojanen (1975) of Georgia State University, Atlanta, analysed the development and use of job enrichment in various kinds of organisations. He verified the factors in connection with job enrichment and productivity in these organisations.

L.M. Prasad and G.R. Gowda (1977) made an attempt to identify the needs of managers form their jobs. They ranked the perception of the top level managers towards work as 1) Job contents, 2) Higher status and authority, 3) Good Salary, 4) Informal relationship with higher groups and 5) Clearly defined responsibility in that order.

B. R. Viramani (1978) studied the Selection, Training and Allocation of Management Trainees in Indian companies.

Amita Kapoor (1987) in her study on Job satisfaction, applied Porter and Lawler model to test its significance in the Indian context.

Gopalji (1979) Studied about the Personnel Management in Indian industries. This is an empirical study conducted to evaluate the aspects of Personnel Management in Indian industries.
P. Singh (1979) compared the occupational value and leadership style of Indian managers. He ranked the various job factors of managers in both public and private sector and concluded that, there is no significant difference in the motivation profile of public and private sector managers.

P. M. Joseph and R. Kesavan (1977) compared the leadership behaviour in public and private sector in India revealed that in the private sector, wages are tied up to the units produced, while, in public sector, superiors are given, complete authority in recommending their subordinates for promotion along with increase in pay. They interviewed 45 supervisors from public sector and 38 from private sector for this purpose.


Mr. M. D. Abdul Mannan (1983) studied the workers participation in Indian companies

Raj Kumar Gupta (1986) conducted a study on the Manpower Management and Human Resources Accounting. In that study, he analysed the various aspects of HRM and HR valuation in Indian companies.

Shyam Chandra (1986), conducted a study on HRM in Public sector undertakings in India

Prehlad Kumar Basu (1987) performed a study on the managerial aspects of Public enterprises in India. He focused on the performance evaluation of public enterprises and crucial management problems tackled by them.
Mahander Pal Gupta (1989) studied the Human Resources Development in Indian Oil Corporation. The main aim of that study was to analyse the crucial HRD problems of IOC.

N. Nagalingam (1990) conducted a study on Leadership potential in the select Public sector units of Kerala. He has interviewed 820 employees, 272 executives 144 supervisors and 404 workers from the selected units for this study.

B. Manmadan (1993) performed a study on the Management Practices of the Textile industries in the Public sector in Kerala. In that study, he has examined the general management practices and managerial efficiency in the Public sector textile cotton mill in Kerala.

Thomas Joseph Thoomkuzhy (1993) studied the Personnel Management aspects in the Apex Co - Operatives of Kerala. The main objective of this study is to pin point the various components and sub component items of the personnel management in the Apex Co - Operative system of Kerala.

B. P. Mathur (1993) in his study on Public Enterprises Management has examined the philosophy, size, organisational structure and control exercised by Parliament and Government.

Poonam Verma (1995) conducted a research on the Personnel Management system and their impact on the performance of executives in selected Public enterprises. The study was concerned with Central Government manufacturing enterprises. It has analysed the contributions made by the Personnel Management system existing in these organisations.

K. Wilson (1995) Performed as study on Job satisfaction and commitment of employees in selected Public and Private sector units in Kerala. He has reviewed job characteristics, work environment career advancement, material benefits and other social factors related with employees.
Suresh Chand Agarwal (1996) conducted a study on Wages and Productivity in the selected public sector units. In this study, he compares labour productively with total factor productivity.

Gabriel Simon Thattil (1996) studied the Human Resources Management in the Industrial sector of Kerala. His main objective was to compare and contrast the theories and practices of Personnel management function in the selected industries.

Peter F. Drucker’s latest study (1999) visualises the challenges before the Management for the 21st century. In this work, he lists and compares six old and six new paradigms of HR management. He suggests that the managers should get rid of the old models and adopt the new models for better results in the new millennium.

Marcus Buckingham and Curt Coffman (1999), developed a model to measure the performance of a working place. Through an extensive survey, they isolated 12 characteristics of a strong work place as that work place is seen through the eyes of the most successful and productive employees. They converted this 12 characteristics into 12 questions. If employees of a particular organisation answer these 12 questions affirmatively, we can certify that organisation, as a strong work place, where the best want to work and stay.

Brain Friedman, James Hatch and David M Walker (1999) made a study on the Human capital Management and Human Capital Appraisal. These Management experts assumes and explains about the Five areas of human capital management and Five stages of human capital appraisal.

Samuel Greengard (2001) identified certain technologies and trends that are likely to affect HRM in new and intriguing ways. He lists certain HR software products, Web portals to serve relevant informations at desired content, concepts of E-Procurement and internet and Net monitoring etc. in this study.

Mrs Tanuja Agarwal (2001) conducted a research in the select organisations in India to review the innovative HR practices followed. She has focussed on three dimensions of a new HR system, i.e., Introduction, Importance and Satisfaction. She has proved the
significance of introducing innovations in various HR practices by the organisations through this study. She concluded that introduction dimension is the most important predictor of organisational commitment and turnover intention.

Only the abstracts of some of the significant studies selected by the researcher is being mentioned in this section. All these studies on HR related aspects provided great contribution for the development of this branch. There are numerous other studies also, which are not cited here, due to the fear of elaboration. The present study on HRM intends for a comprehensive review of the HR issues in the selected public sector units in Kerala by taking impetus from these studies.

**Limitations of the study**

Some of the limitations felt by the researcher, while collecting and interpreting the data are stated below

- The study considers both primary and secondary data. For the purpose of collecting secondary data, BPE Review, Reports published by Industries Department, published documents and other records of the selected organisations were referred. So the accuracy of these data depends on the reliability of data gathered from these sources.

- Since the study relies on opinions of employees, it is not free from bias.

- Reluctance of some managements and executives in giving relevant informations and sometimes their passive attitudes hindered the researcher from getting adequate data for the study.

- In statistical analysis, only prominent factors affecting the study were considered, eventhough, there are many other influencing variables. This is due to the fact that simultaneous consideration of large number of variables is difficult and it has no application.
Blueprint of the Research

The layout of the present study is designed in the following manner;

CHAPTER I  INTRODUCTION - This chapter presents the subject and significance of the study, objectives and hypothesis of the study, period of study, methodology adopted, data and analysis, review of literature and chapterisation scheme.

CHAPTER II  FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT - This chapter details the concepts and dimensions of HRM.

CHAPTER III  PROSPECTS OF PUBLIC SECTOR UNDERTAKINGS - It renders a precise view of the history and performance of the Public Sector Enterprises in India and Kerala.

CHAPTER IV  AN OVERVIEW OF HUMAN RESOURCE MANAGEMENT PRACTICES IN PSUS - This chapter details the HRM practices followed by the selected PSUs.

CHAPTER V  ANALYSIS OF THE HUMAN RESOURCE MANAGEMENT PRACTICES IN PSUS - This chapter depicts a clear picture of the Analysis of data collected, Test of hypotheses and Evaluation of HRM Effectiveness Job Satisfaction, Employer - Employee Relations, Impact of Trade Unionism, Test of Herzberg's Two Factor Theory and Need Hierarchy Theory of Maslow.

CHAPTER VI  FINDINGS, CONCLUSIONS AND SUGGESTIONS - This chapter presents the Summary of Findings and Conclusions of the study. It also cites the Suggestions made by the researcher.
CHAPTER II

Fundamentals of Human Resource Management