3.1 REVIEW OF LITERATURE

In this chapter, an attempt has been made to present a review of literature available in the area of Service Industry in Hospital, Insurance, and Telecom in India and study of Human Resources Development Practices and its impact on employee’s productivity. The review of literature, albeit, in brief is likely to provide a bird’s eye-view of the work done relating directly or indirectly, to the subject matter of the present study.

The concept of HRD practices, its philosophy and its measures have been popularized by a number of writers on the basis of their experiences in the field of human resource management. There was a time when personnel manager was expected to manage the employees to achieve eventually the overall goals of the organization. But, of late, the practicing personnel managers could perceive wider scope of managing the employees with the basic approach of enlightened self interest with two way traffic - to manage employees not only for the benefit of organizations but also for the benefit of employees too. In order to know the effectiveness and the real impact of various measures of managing employees, efforts were made by the scholars and the practicing managers to study all these issues empirically.

The researcher, therefore, made an attempt here to review the prominent literature readily available on HRD. This study is not the first attempt to be undertaken by the researcher. Several researchers have undertaken researches in the field of HRD in general and a very few of them have also undertaken researches relating to HRD practices in LIC. There are many studies which show that HRD has got direct linkages to employee’s productivity and organizational performance.

There is a sizable literature on Service industry in conformity with its history and economic importance. A good deal of analytical literature exits at broad levels like problems associated with training, development, performance
appraisal, size and technology, manpower and location. Similarly many researches have been made on Personnel Management areas including human resource development. An humble attempt is made to review briefly some of the relevant studies in the pages to follow.

**Pareek and Rao (1977)** Larsen & Toubro a prominent Engineering Company in India had appointed two consultants from the Indian Institute of Management, Ahmadabad to study the performance appraisal system and make recommendations for improving it. The two consultants (Pareek and Rao, 1975) studied the system through interviews etc, and suggested a new system. They recommended that "... Performance Appraisal, Potential Appraisal, Feedback and Counseling, Career Development, Career Planning and Training and Development get distinct attention as unique parts of an integrated system which we call the Human Resources Development System" This system was proposed as a separate system with strong linkages with Personnel (Human Resources) system. In their second report of the Human Resources system in L&T recommended that the personnel function be viewed as Human Resources Function (HRF) and suggested a trifurcated function: Personnel Administration, HRD and Worker Affairs. Adding Organization development also to the HRD Function, the consultants recommended that…" Since OD is being added now, it is necessary to strengthen that part of HRD.

**RAO, T.V., (1982)** conducted a Survey of HRD practices in Indian industries. The survey reveals that only 17 out of 53 companies had formal policy focusing on HRD. All in all HRD appeared to be becoming a significant aspect of work life in many organizations.

**RAO, T.R. (1984)** to judge HRD climate in Indian organizations. The survey
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revealed that the general climate was not very conducive to HRD due to general indifference of employees to their own development. The top management in most organizations were not making sufficient efforts to improve the quality of work life.

**GOPAL JI (1985)** in his book entitled ‘Personnel Management in Indian Service Industries’ published in 1985 is the study based on an investigation into the personnel policies and practices in selected industries in India. The study covers hospital and insurance service industry in India. A total of 31 companies in the public and private sector belonging to these groups are studied, The study is aimed to examine the place of ‘Personnel’ as a function in Indian Service industries and to survey the HRD practices relating to personnel function.

**Silvera (1988)** builds a core for HRD, based on experiences of dynamic result oriented companies. The work under reference is an attempt at sharing about companies which have created healthy work place environments, conductive to initiate, fair play and self development. It provides panoramic view of the HRD practices in dynamic and growth oriented companies in the Indian context. The work includes quality circle, democracy at work place, discipline management,managing change through mentoring, organization development and so on. The work has been organized in a way that it can give an overall perspective of the philosophical and conceptual issues involved in HRD.

development, role analysis, OD interventions and training etc.

**T.V. Rao and D.F. Pereira (1988)** edited a book entitled ‘Recent experiences in HRD’ which is based on the papers presented in a national seminar held in Mumbai in February 1985. The seminar was jointly organized by Larsen and Tourbo Ltd. And the HRD centre of XLRI Jamshedpur in which experiences of twenty five different organizations on HRD were shared. In his paper entitled ‘Integrated Human Resource Development System,’ T.V. Rao opines that HRD is a process, not merely a set of mechanisms and techniques. The mechanisms and techniques such as performance appraisal, counseling, training and organization development interventions are used to facilitate initiative and promote this process in a continuous way. In his paper entitled “Human Resource Development Climate in Indian Organizations” have referred to the existence of an optimal level of development climate as a pre requisite for facilitating HRD systems in the organization. Development climate constitutes three variables: According to Rao and Abraham a general supporting climate is important for HRD if it has to be implemented. They believe that successful implementation of HRD involves taking an integrated look at HRD and making efforts to use as many HRD mechanisms as possible.

**T.V. Rao and Abraham (1989)** surveyed the HRD practices of 68 Indian organizations and measured various elements of the HRD profile of these organizations including performance management practices, training, career planning, promotions, rewards etc., and the HRD climate. Abraham constructed an index of growth of the company profitability as a measure of organizational performance. He found that the perception of the HRD climate of the company was more important than the HRD practice itself. His study also indicates that HRD culture is a powerful intervening variable in translating HRD practices into profit.
B.L. Mathur (1990) in his work entitled “Human Resource development. Strategies approaches and experience, expresses the view that the philosophy of HRD is based on the fact that individuals in an organization have an unlimited potential for growth and development which can be developed and multiplied through appropriate and systematic efforts. The work under reference seeks to examine strategic approaches and experience in HRD. It identifies and analyses the various key issues confronting Human Resource Development. It brings together the thought of eminent experts on approaches and experiences of HRD.

T.V. Rao (1991) HRD function has gained a lot of momentum in the last decade. An earlier survey conducted in 1984 indicated that a number of HRD sub-system were being initiated in Indian industry. A detailed questionnaire was developed covering 94 different activities or tasks the HRD staff or those in-charge could undertake in any organization. This questionnaire was administered to 61 HRD staff from public sector and private sector organizations. The questionnaire assessed how well each of the 94 activities/tasks is being performed as perceived by the respondents. Their assessment indicates there are more similarities than differences in the way the HRD function is being performed in both public and private sector organizations. The study also indicates that conducting human process research, mobilising unions and associations to play a role in HRD and effective monitoring of HRD implementation are perceived as being performed inadequately in these organizations.

Employee Productivity (EP)
Arthur (1992) identified significant relationship between HRM practices and steel mills performance. These authors, by their studies suggested that
proper implementation of HRM practices increased organizational performance manifold. However, linkage amongst HRM practices, employee performance and organizational performance needs to be tested by researchers.

K.Prasannasai (1993) is of view that HRD has come to occupy the proactive function of human resource management. HRD is not a one time activity but it is a continuous process built on the edifice of concern for people and organization achievement. It calls for proper co-ordination and co-operation of the HRD policy, mechanisms among the members of the organization. The author strongly believes that HRD should be for the organization as a whole and not merely for some new level of personnel. Regarding the functions of the HRD department, in fifty five organizations which responded to the questionnaire, training and development function, performance appraisal, human resource planning and staffing received the highest preference in HRD mechanisms. While career development, organization development and employee assistance received rating, role analysis and personnel research received the lowest rating.

Dandekar, Karnik and Sathy (1994) during their study on the Maharashtra State Electricity Board, stressed that the most important requirement for improvement in the performance of these Public Sector Undertakings is the development of Human Resources available in the organizations. Looks at the man-man interface of the service sector where service consists almost exclusively of interaction between human beings, the role of HRD becomes virtually synonymous with improvement in services, shift from technology driven or product driven to being market driven and the role of HRD in making tremendous gains in productivity and efficiency for the organization.
Huselid (1995), who examined the relationship between HR practices and corporate turnover, profitability and market value. He surveyed senior HR executives in a sample of 968 publicly traded corporations in the US regarding the percentage of employees who were covered by a set of HR practices generally considered representative of a high-performance work system (HPWS). After controlling for a number of variables, he found that his HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin’s Q (the ratio of the market value of a firm to its book value). This study provided the foundation for much of the research that followed. He also stressed on importance of training as complement of selection practices through which the organizational culture and employee behavior can be aligned to produce positive results.

Huselid and Becker (1997) found that a qualitative improvement in HR system index was associated with an increase in shareholder wealth of $41,000 per employee. He discussed eleven HRM practices in his study which are personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor management participation, recruitment efforts, employee training and promotion criteria. It also provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization, but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance. In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity. Cascio (1998) defines performance appraisal as a process to improve employee’s work performance by helping them realize and use their full potential in carrying out the organization’s missions and to provide information
to employees and managers for use in making work related decisions. He goes onto define EPAS as an exercise in observation and judgment, a feedback process and an organizational intervention. It is a measurement process as well as an intensely emotional process. Cascio states, it is an inexact, human process that is utilized differently in almost every organization regardless of industry.

T.V. Rao (1999) in his book entitled “HRD audit” provides both the framework and a detailed methodology of HRD audit so as to enable corporations to conduct an internal audit of their human resource functions themselves. A unique feature of this book is the HRD score card which has been developed and tested by Dr. Rao. It assigns a four letter rating to grade four critical dimensions of HRD which contribute vitally to organizational performance, HRD systems maturity, HRD competencies, HRD culture and values, and HRD linkages to business goals. Many corporations have invested a good deal in HRD. They have started new human resource development, given top level positions to human resource persons, created reasonable budgets and expect the HR function to give a strategic advantage to their corporations.

Sharma and Pooja Purang (2000) in their study Value Institutionalization and HRD Climate: A Case Study of a Navratna public sector organisation, found a positive relationship between value institutionalization and HRD climate in a large public sector organization, meaning thereby that a better and more ethical environment of the organization shall lead to a better HRD climate for the organization.

ALPHONSA, (2000) surveyed HRD climate in private hospital of Hyderabad with sample of 500 supervisors from different departments participated in present study. The crux of the study highlights that the supervisors perception
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about the HRD climate is satisfactory and there exists reasonably, good climate with respect to top management’s belief in HRD climate.

**SHARMA AND PURANG, (2000)** survey of 250 middle level managers in the engineering sector, manufacturing primarily power sector equipment with a view to understand relationship between value institutionalization and HRD climate. The study highlights that there exist positive relationship between value institutionalization and HRD climate.

**RAO, P. PUNNA AND REDDY M. SUDARSHAN (2001)** in their compiled and edited book entitled “Human Resources Development : Mechanisms for Extension Organisations” have mentioned the importance of Human Resource Development for Agriculture Extension. They realised that there is a need for fresh look at efforts to build the capacity and capability for HRD in the emerging areas.

**B.S. Bhatia and G.S. Batra (2001).** is of view that the survival of business organisations in the post liberalization era of change and uncertainties will, to a large extent depend on the performance of their human resources. This means that it is in the long interest of organization to invest in this asset. A well known economist Alfred Marshall stated that “the most valuable of all capital is that invested in human beings.” This book deals with Human Resource Development. Keeping in view the global business challenges, growing complexity of the business and increased competition, Human Resource Management has become one of the important part of the policy.

**Alphonse (2001)** analyzed the HRD climate in a hospital by assessing the top management’s belief in HRD, superior-subordinate relationship, personnel policies, team-spirit, employee development, training, employee
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initiatives and management encouragement. It reported the existence of a reasonably good climate with an average score of 3.46 in the HRD climate assessment scale.

**T.V. Rao (2001)** used the HRD Climate Scale regarding the HRD climate in 41 organizations revealed that the general climate in the organizations is average. A general indifference on the part of the employees towards their own development was found to be the reason for this. The lack of support to the employees post training is a major hurdle in applying what they had learnt. This in turn affects the career development of the employees. It was noted that the top management in most of the organizations is doing routine things. The other impediments of HRD highlighted in the study are the lack of opportunities for transfer of training skills and career development. Yet, the same study suggests that the employees in these organizations were serious about the training, the performance appraisal system was objective and the management was concerned about human resources.

**T V Rao, Raju Rao, and Taru Yadav (2001)** examine the current status of structuring of the HRD function and HRD subsystems in India against this "Integrated HRD Systems" framework. The researcher also comments on the recent approaches to HRD. Data from HRD audits of 12 Indian organizations indicated that HRD function is not well structured, is inadequately differentiated, poorly staffed, and fails to meet the requirements of this framework. In the light of these experiences of Indian organizations in implementing this framework, it has been points out the prerequisites for success of other HRD frameworks in India. The HRD subsystems, however, have evolved and matured to a substantial degree, specially the performance management system, and training and development system. OD and feedback and counseling are in the next level of maturity. Potential appraisal
and career planning and development are the least developed.

**BHARDWAJ, AND MISHRA (2002),** The supremacy of human element and urgency of creating a learning organization through development of organizational capabilities all the times, make out a strong case for the evaluation of HRD climate in organizations. Various studies reveal that the HRD climate contributes to the organization’s overall health and self-reviewing capabilities which in turn increase the capabilities of individual, dyads, team and the entire organizations. Bhardwaj, and Mishra, conducted a study with a sample of 107 senior, middle and lower level managers of private sector organization which is one of India’s largest multi-business companies. Thus, on the whole, the existence of good HRD climate in the organization covered under study. The managers in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of top management as well as happy with the prevailing HRD climate in the organization.

**Mishra and Bhardwaj (2002)** reported that the managers in a private organization perceived the HRD climate as favorable. The top management's commitment to HRD, integrated HRD system, well defined personal policies and culture of openness are listed to be the strengths of HRD in that organization.

**Mishra and Kavita (2002)** in his thesis “A study of ‘HRD practices in LIC of India’ concludes that HRD practices are just using an average level in LIC. It has a large reservoir of competent manpower should take steps to reorient its methods of organization of work and evolve suitable manpower development programme so that all the employees are given opportunities to utilize their knowledge, qualifications, experience and skills in their development. It would go a long way in removing the feeling of frustration at present prevailing
among the employees and improving the overall staff morale and staff productivity.

Wan et al. (2002) examined the relationship between HRD practices and firm performance. HRD practices were creating a positive effect on organizational outcome. Results calculated through regression suggested that effective implementation of key HRD practices increased organizational performance. Hierarchical regression results reflected a possibility that different aspects of performance could be effected by different HRD variables. For companies promoting financial performance, the performance appraisal appeared to be the most important issue to tackle. While the companies interested in enhancing HR performance emphasized the need for empowerment and training.

PRASAD, L.M.(2003) in his book entitled “Human Resource Management” has tried to place proper emphasis on the human resources of the organization. It presents the most recent developments in the field and tries to relate how these developments are relevant to Indian Companies. It incorporates the human resource management practices being followed by the leading Indian Companies in their respective fields. It has failed to focus on HRD and Service industry.

Kuldeep Singh (2003) in his study "Strategic HR Orientation and Firm Performance in India" concludes that the strategic alignment of HR planning, selection, performance evaluation, compensation, development, staffing policies results in better organizational performance. The aim of the present study was to find out the relationship between the human resources management practices and firm level performance. The study conducted on 82 Indian firms indicates that there is a significant relationship between the
two human resources practices, namely, training and compensation, and perceived organizational and market performance of the firm.

**DR.B.P. BHUVA (2004)** in his thesis titled “Industrial Relations Strategies and Practices: An in-depth study of cement manufacturing units in Gujarat” The study concentrates on industrial relations strategies and practices practiced by cement manufacturing units in Gujarat. Gujarat is one of the highly industrialized states in the country. It has many Pharmaceutical, Textile, Automobile, Chemical, and Engineering and Cement industries. Among them cement industry occupies a key role in the growth and development of the State. At present there are ten large cement-manufacturing units and approximately fifty mini cement plants in operation. This study is an attempt to focus industrial relations strategies and practices, particularly after India became the member of World Trade Organization.

**KAUSHAL, H. (2004)** in his book entitled “Human Resource Development” has made an attempt at making good this vital deficiency of workable case studies in management. A serious attempt has been made to cover all aspects of HRD theory through the case studies and has not included tourism industry.

**Singh (2004)** found that there was a positive relationship amongst several HRM practices like selection \((r = 0.32)\), performance appraisal \((r = 0.32)\), training \((r = 0.32)\), compensation system \((r = 0.32)\) employee participation \((r = 0.32)\) with firm performance. Out of these practices only Training \((r = 0.37, 0.39)\) and Compensation system \((r = 0.41, 0.43)\) had positive impacts on perceived general and market performance of the firms, indicating that an addition of (1) unit in training will enhance \((0.37)\) the firm’s performance and \((0.39)\) in the firm’s market performance, secondly, an increase of (1) unit in compensation will increase \((0.41)\) in the firm’s performance and \((0.43)\) in the
firm’s market performance. On the other hand, two practices, namely job
definition \((r = -0.21)\) and career planning system \((r = -0.15)\) had a negative
and an insignificant impact on perceived firm performance.

**Charles Moseley (2004)** in the study "The Human Resource Dimension and
Reform" concludes that only by empowering employees, to accept the
responsibility and to make decisions as fully active participants in the life of
the organization, can organizations hope to create the kind of responsiveness
needed to meet the changing needs of customers in today's business
environment

**Peter Hosie, Nick Forster & Peter Sevastos (2004).** Today’s market place
and companies in every industry are packed with competitors. This, in turn,
has a negative effect on the health and comfort of workers. This results as an
issue of high cost to business (MacDonald, 2005). The present state of social
system poses many problems for the working class, like balance between
work, family and life satisfaction. This situation demands effective
implementation of HRM practices (Cooper & Robertson, 2001). The workforce
as a competitive weapon now has become a necessity for every organization.
Edgar & Geare (2005) found that work related attitude of employees was the
function of a number of HRM practices. Furthermore they conclude that HRM
practices had the potential to yield the greatest performance outcome for
both, employee and employer. Managers who helped employees’ progress in
their careers and encouraged their professional development, supported
subordinates through professional development by providing feedback about
performance were likely to stimulate employee performance. They also
argued that investments in human capital development could result in
effective and positive results in the performance of the firm, so each company
should understand the link between HRM and employee satisfaction
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(Wan, 2007).

S. A. MUFEED AND S. N. RAFAI (2005-06) The study suggests that OCTAPACE (Openness, Confrontation Trust, Pro-activity Autonomy, Authensity, Collaboration and Experiences.) culture would improve opportunities for the development and lead to optimization of the employees and also involve their non-managers in making the important decisions like workers participation in management, personnel policies and other important issues. This will improve communication relation ship between managerial and non-managerial staff and automatically increase productivity and lead to greater effectiveness. Thereafter, top managers are key actors they should managed their human resource with utmost care to inspire, motivate encourage and impel them to contribute their maximum for the achievement of organizational as well as individual objectives which generate favorable HRD climate and overall HRD practices in sample study organizations, especially in Maharashtra telecom industry.

Datta et al. (2005) include two primary perspectives; a universal approach and a contingency approach have been used to model the link between the HRM and firm effectiveness. Those using the universal approach have posed a positive relationship between ‘Best practice’ HRM and firm performance. In contrast, the contingency model has proposed the extent (or even direction) of the effect of the HRM on the firm performance will depend on the firm’s environmental conditions. This study also observed significant contingency effects, with industry characteristics influencing the degree of the high performance of the HRM practices impact on labour productivity.

HRM (HRP, Recruitment, Placement, Employee Training, and Performance Evaluation) in insurance in India. The researcher has collected and analyzed a sample of 100 respondents of insurance from nine cities from all over India. The researcher has also collected and analyzed data of 50 women employee’s insurance four cities of India. The total respondents for the study are 150 woman employees. On the basis of he conclude that this industry needs proper HRP, the recruitment system does not attract large number of candidates, placement system is not well, training programs work well then other system, performance appraisal system needs more importance.

MUFEED (2006) has conducted comprehensive in one of the study major hospitals of the Jammu and Kashmir namely Shri-Kashmir Institute of Medical Sciences (SKIMS) about perception of medical staff towards HRD climate in the said hospital. The result of the study shows the existing HRD climate in the hospitals to a large extent is significantly poor. The study also shows that HRD in organization uses various instruments like performance appraisal system, training, promotion, rewards, organizational development and counseling etc., to create a climate conducive to achieve organizational efficiency and effectiveness.

Teseema & Soeters (2006) used eight HR practices in their research paper which are recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance procedure and pension system. According to them these HR practices can affect the employee performance.

Victoria (2006) conducted a study on “Teacher Evaluation Practices and Teacher Job Satisfaction” under the Faculty of the Graduate School, University of Missouri-Columbia. The purpose of this study was to determine
the relationship between teacher evaluation practices and teacher job satisfaction as measured by the Teacher Evaluation Profile and one subscale of the Teacher Job Satisfaction Questionnaire. The quantitative study was conducted administering the Teacher Evaluation Profile and the Teacher Job Satisfaction Questionnaire to all certificated teachers in a rural, mid-size school district located in the mid-west. The data from both instruments were analyzed using the Pearson product-moment. Demographic data pertaining to gender, years of teaching experience, and teaching assignment grade level were collected and were used as predictors for multiple regression analyses. A significant relationship was found to exist between the Teacher Evaluation Profile subscale Evaluator Perceptions and the Teacher Job Satisfaction Questionnaire subscale Work Itself. No significant difference resulted from the multiple regression analyses using the predictors of gender, years of teaching experience, and teaching assignment grade level.

**Wright (2006)** have argued that an employee will exert discretionary effort if proper performance management system is in place and is supported by compensation system linked with the performance management system. Job definition is combination of job description and job specification. It clearly outlines duties, responsibilities, working conditions and expected skills of an individual performing that job. While much of the research on the relationship between HR practices and performance has somewhat consistently revealed a significant relationship, some recent debates have emerged regarding the value of different approaches to studying this phenomenon. Debates have arisen regarding the proper sources for gaining the most valid reports of HR practice measures, the proper level of analysis and proximity of performance measures, and the timing of measurement.

**Narayan and Rangnekar (2008)** found that both organizational climate and
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HRD climate along with job involvement was significantly influenced the managerial effectiveness. They measured organizational climate variables as Results, Rewards and Interpersonal relations, Organizational process, Role clarity and problem sharing and HRD climate variables as Experimentation, Trust, Openness, Facilitation, Transparency and Reward system. The job involvement was measured as identification with the job and job centricity.

Venu Gopal (2008) General Secretary, All Indian insurance Employees Association rid the demand for 40% wage hike is quite justified, as both LIC and GIC had the capacity to pay “and the operative expenses of LIC are the lowest in Industry at 5.54% against 23.11% of private companies.” He said salaries of LIC staff were much lower in comparison to wages of the private insurance companies’ staff. However, there is not much attrition and only 4-5% of the LIC staff is leaving jobs to join private companies. The demand for wage hike is therefore quite reasonable. Even internationally, the accepted norm is that 6% of the premium income be allocated to salaries of the staff and LIC was only paying 4.6% or so, he explained.

Subhash C. Kundu, Divya Malhan (2009) studied that Competitive advantage of a company can be generated from human resources (hr) and company performance is influenced by a set of effective hrm practices. In this study, researcher intended to assess the hr practices in insurance companies. Primary data based on 218 respondents from four insurance companies (twomultinational-7 branches and two Indian-7 branches) were analyzed to assess hr practices being practiced by insurance companies in India. Six factors from factor analysis were further analyzed. ‘Training and benefits’ was found highly in practice in the insurance companies. Further,’ performance appraisal,’ ‘selection and socialization of employees,’ and ‘hr planning and recruitment’ were moderately practiced in insurance
companies.’ Workforce diversity and contemporary hr practices’ and ‘competitive compensation’ were also practiced to some extent. Anova results showed that Indian companies did not practice workforce diversity. Compensation practices were found more competitive or performance based in Multinational insurance companies than in Indian ones. The gender effect showed that only competitive compensation was perceived significantly differently by male and female employees/executives. Interactive effects were significant on workforce diversity and contemporary issues, training and benefits and selection and socialization of employees.

ATUL SRIVASTAVA (2010) in his book titled ‘Booming in Service Industry’ and published in 2010, attempts have been made to economic globalization, readily available markets, traffic development and advancements in information and other technologies have all caused an increase in the number of tourist, business and other kinds of tips, thus deeply influencing the transformations of hotel business. One of the most important characteristic of business dealings in hotel enterprises is included in business integrations and connections as well as territorial expansion. High concentration of accommodation capacities in certain parts of the world forces hotel chains to find new destinations for their enlargement and territorial expansion. That is why the end of the 20th and the beginning of the 21st century have been marked with changes in spatial distribution and more intense increase in accommodation capacities in the areas of former socialist countries.

Subrahmanian, Anjani (2010) found that In Automobile Industries, the counseling is basically given for helping and supporting the employees, who have been reported for reasons such as behavioral changes, poor attitude, lack of interest in work, high absenteeism, alcoholism, job miss, increased accidents and reduced production. The counseling is provided by the
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respective Section Heads, IR Coordinators to the specific employees who show the sign of misconduct. According to the study, manufacturing and automobile industries face serious issues amidst their employees, which arises due to various reasons and have a direct impact on the productivity, which is considered as a loss to both organization and individual. Taking into account the affecting factor of the above said reasons, counseling is considered to be a vital procedure that has to be given weight age and studied. Descriptive research design has been adopted in this study. A total of 200 NEX employees from various automobile industries were selected for the study in Chennai City.

Subrahmanian, Anjani (2010) found that the success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. This article reviews the meaning of QWL, analyzes constructs of QWL based on models and past research from the perspective of Textile and Engineering employees in Coimbatore District of Tamil Nadu. The constructs of QWL discussed are job satisfaction, compensation, Human Relation, Working Condition, Grievance, competency development, Stress and well-being. The article concludes that QWL from the perspective of Textile and Engineering employees is challenging.

Anil Kumar Singh (2010) found that this study is in the light of the liberal global Indian economy that has led to a competitive environment. In a changing scenario of the global business environment with a highly competitive market economy, the HRM practices and organization culture will
provide an edge to an organization. This study revealed that the HRM practices and organizational culture are strong predictors of the managerial effectiveness of the public sector organizations surveyed. This study was based on the framework that the HRM practices shape the pattern of interactions between and among the managers and employees. Further, the organizations generally organize human resource practices that are consistent with their organization culture (Osteman 1987). This study clearly indicates that the HRM practices along with organisation culture play a significant role and affect the managerial effectiveness of the organisation. Training and development, self-realisation, career management and socio-economic support were strong prerequisite of managerial effectiveness in the public sector organizations. The findings of this study are indeed significant for the HR practitioners. However, these results cannot be generalized considering the size of the sample, but they show a definite direction. Human resource management practices are a potentially powerful lever for shaping the culture of the organization and along with the organization culture.

**Shikha N. Khera (2010)** This study is an attempt to investigate the extent to which Commercial Banks of India differ on aspects of human resource management practices and the key Human Resource Practices contributing to employee productivity from a sample of 184 respondents from three commercial banks of India (one foreign sector, one private sector and one public sector bank). The results of this study strongly support the research question as there is significant relation of employee productivity with human resource practices including selection, employee benefits, compensation, training and staffing practices.

**Sohrab Ahmadi and Khurram Shahzad (2011)** this study investigated the impact of three HR practices on the perceived performance of university
teachers in AJK. Responses from 113 respondents were used to analyze the impact of selected HR practices (compensation, performance evaluation, and promotion practices) on the employee’s performance. Pearson correlation and regression have been used to find the association among variables and impact of three independent variables on the dependant variable of perceived performance of university teachers. The result of the study showed that the compensation practices in relation to the employees’ performance are significantly positively correlated whereas the performance evaluation and promotion practices have insignificant relationship with the performance of university teachers in AJK Pakistan.

**Vikas Agarwal (2011)** found that Human Resource is the most vital resources for the reason that is the only resource which has got brain. Even the computer brain which has been developed has human brain behind it. Development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insight to manage the work in their organization effectively and efficiently. Present study emphasis the attitude of employees towards Training and Development programmes affect their performance. To achieve this objective primary data is collected with the help of questionnaires as well as Interview method. The questionnaires were filled up by 100 employees. In this research paper the hypothesis taken up for conducting the research was true and training and development programmes adopted by LIC help in improving employee’s performance. The result derived from this survey proved that the hypothesis taken up for conducting the research was true and training and development programmes adopted by LIC help in improving employee’s performance and simultaneously fulfill organizational objectives.
S K SINGH (2013) in his book titled ‘Hotel Management and Operations’. The study covered areas like Operation in Hotel Management, Hotel Management and Advertising, Hotel Food and Beverage Facilities, Housekeeping Operations, Housekeeping and Homeland Security, Hotel Administration. A review of this book that the hospitality industry has grown by leaps and bounds in the past decade. Demand for trained manpower in this industry is immense. Star hotels required trained staff for its departments. Being a service industry, the right attitude is most important in a hotel. The employees must have an outgoing and pleasant personality, capacity for hard work and a liking for interacting with people.