



IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES IN SPINNING MILLS IN DINDUGUL DISTRICT

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Abstract

Human resource management is concerned with employees as individuals as well as groups. It is the task of dealing with human relationships within an organisation. It is the process of achieving the best effort between individuals, jobs, organisations and the environment. It is the process of bringing people and organisations together so that the goals of each are met. It is concerned with developing the potential of employees so that they get maximum satisfaction from their work and give their best efforts to the organisation. It takes into account the personality, interests, opportunities and capabilities of employees for this purpose. It seeks to help the employees to realise their full potential. The Dindigul district has more number of spinning mills in the state of Tamil Nadu and it has pioneered the growth of spinning industry in the country, and a majority of people there depend on it for their livelihood. Hence, the present study is an attempt to analyze the human resource management in spinning mills in Dindigul District.

Keywords: *HRM Practices, Developing Potential and Satisfaction of Employees.*

Introduction

Human Resource management is an integral but distinctive part of management, concerned with people at work and their relationships within the enterprise. It seeks to bring together into an effective organisation the men and women who staff the enterprise, enabling each to make his/her best contribution to its success, both as a member of a working group and as an individual. It seeks to provide relationships within the enterprise that are conducive both to effective work and human satisfaction. Human Resources Management means employing people, developing their resources, utilising, maintaining and compensating their services in tune with the job and organisational requirements with a view to contribute to the goals of the organisation, individual and the society.

A Management's basic job is the effective utilisation of human resources for the achievement of organisational objectives, namely profitable operations and growth through the satisfaction of certain needs of the customers and society. It is through the combined efforts of human resources or personnel that technological, financial, physical and all other resources are utilised. Without human efforts, no organisation can achieve its objectives. Therefore, motivation of human resources is of utmost importance everywhere. The effectiveness with which various kinds of human resources are co-ordinated and utilised is responsible for success or failure in achieving organisational objectives.

The term 'human resources' may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation. It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in an organization. Thus, human resources are multi-dimensional in nature. People working in an organisation have different needs at different times. These needs may be physiological, social or psychological.

Statement of the Problem

The economic growth of a country depends on the rate of industrialization in the country. But industrialization may not be achieved in the absence of anyone of the factors, namely, land, labor, capital and organization. Though all the four factors of production seem to be equally important, still the progress of the industry mainly depends on the production and efficiency of the labor force. So, labor is the important factor for the growth of the industry. Driven by the desire for greater efficiency and output from the labor and with a view to attracting better workers, employees have been offering extra incentive in the form of labor welfare schemes. The Dindigul district has more number of spinning mills in the state of Tamil Nadu and it has pioneered the growth of spinning industry in the country, and a majority of people there depend on it for their livelihood. Hence, the present study is an attempt to analyze the human resource management in spinning mills in Dindigul District.

Objectives of the Study

The following are the main objectives of the present study:

- To analyze the opinions of employees about recruitment, selection and training methods in sample textiles;
- To analyze the opinions of employees about salary and working conditions in sample textiles; and
- To offer suitable suggestions to the management of textiles based on the findings of the study.

Methodology

The study is empirical in nature and based on survey method. The entire data required for the study were collected in three stages. The primary data relating to the study have been collected by interviewing the employees with the help of an

interview schedule. The secondary data relating to the study have been collected from various published and unpublished records, reports, booklets, journals and magazines. Lastly the researcher had discussions with the officials of sample spinning mills and trade union leaders. These discussions have been helpful in identifying the problems of the study.

Sampling Design

Sampling involves taking a portion of population making observation on this smaller group and then generalizing the findings to be applied to a large population. The researcher selected 100 respondents as sample in Dindugul district. The respondents were selected on the basis of convenient sampling techniques.

Tools for Analysis

For the purpose of analysis of the data, tools like percentage analysis, weighted average method, mean score and chi-square test have been used. To measure the level of satisfaction about recruitment, training methods and salary and wages in spinning mills. To study the relation between the level of satisfaction of employees about working conditions, chi-square test has been applied.

Review of Literature

Lyons (2006) explained that involvement of team member in designing of training for team leader improves leader knowledge, skills learning and performance. **Ghebrejorgis & Karstan (2007)** said that the perception of the employees provides broader evaluation of HRM systems. He also evaluated a positive picture of HRM practices including recruitment and selection, training and development and compensation. **Chand & Katou (2007)** demonstrated that recruitment and selection, part of HRM system is strongly correlated with the profitability and suggests that management of the organization must focus on these HRM practices (recruitment and selection) resulting in a improved organizational profit. **Marques (2007)** involvement of HR department in hiring process helps to enhance knowledge of the workforce and required skills. It is also helpful for the identification of upgrading skill requirement of the employees. By such involvement, good communication seems to have synergy effect and helps to unify the workforce. As a result of this communication, negotiations happen in more positive atmosphere which has an ultimate effect on the quality within the workforce. **Jayawarna et al (2007)**. Formal training in comparison with informal training is more effective and significantly associated with performance. **Wickramasinghe, (2007)** explained that it is necessary to have job analysis information as it helped to short list the candidate list and to conduct interview. It is observed that if the description and person specification is not available then it is responsibility of the relevant department to prepare that document with the help of HR department, staffing activities cannot be commenced without any reference to document. Line managers are involved in final selection of the candidate and HR planning at the department level, while HR staff is more interested and involved in matters like policy making, recruiting candidates and their early screening processes. **Verbeeten (2008)** suggested that quality and quantity performance is positively associated with clear and measurable goals; incentives are also positively related with the performance. **Medlin & Green (2009)** has stated that goal setting, employee engagement and high level of workplace optimism collectively improves the performance of an individual of an organization. **O'Meara & Petzall (2009)** found that questionnaire respondents confirmed that job analysis for the particular role including competence knowledge and experience, undertaken by the HR executives. It is important to consider fit between successful candidate and the organization. Selection criteria are used as basis on the questions asked by selection panel and in interview.

Analysis and Interpretation

Table 1: Age wise Classification

S. No	Age	No. of Respondents	Percentage
1.	Upto 30 years	44	44
2.	30 – 40 years	40	40
3.	Above 40 years	16	16
	Total	100	100

Source : Primary Data

Age plays an important role in the attitude of workers in their personal aspects. The age of sample respondents have been classified into three groups. The above table reveals that out of total respondents 44 per cent are in the age group of up to 30 years, 40 per cent are in the age group of 30 – 40 years, while 16 per cent are in the age group of above 40 years.

Table 2: Education Wise Classification

S. No.	Level of Education	No. of Respondents	Percentage
1.	School	48	48
2.	Technical Level	52	52
	Total	100	100

Source : Primary Data

Education is one of the important factors that influence the workers attitude in the workplace. The table shows that 48 per cent of respondents acquired education up to school level and 52 per cent up to technical level.

Table 3: Gender Wise Classification

S. No.	Gender	No. of Respondents	Percentage
1.	Male	88	88
2.	Female	12	12
	Total	100	100

Source : Primary Data

Gender nowadays is an important factor in the workplace. The majority (88 per cent) of the respondents are male employees, while only a meager 12 per cent are female employees.

Table 4: Marital Status

S. No.	Marital status	No. of Respondents	Percentage
1.	Married	81	81
2.	Unmarried	19	19
	Total	100	100

Source : Primary Data

As per traditional customs, a majority of the people in India get married between 25 to 30 years of age. The analysis reveals that 81 per cent are married, while 19 per cent are unmarried. Hence, it is clear that a majority of the respondents are married.

Table 5: Income of the Respondents

S. No.	Income level	No. of Respondents	Percentage
1.	Upto Rs. 5,000	61	61
2.	Above Rs. 5,000	39	39
	Total	100	100

Source : Primary Data

Income earned by the respondents is also considered for the study. It is classified into earning upto Rs. 5,000 and above Rs. 5,000 per month. It indicates that out of the total respondents, 61 per cent have income upto Rs. 5,000 and 39 per cent of them have income above Rs. 5,000.

Table 6: Experience

S. No.	Experience	No. of Respondents	Percentage
1.	Upto 10 years	53	53
2.	10 – 20 years	38	38
3.	Above 20 years	9	9
	Total	100	100

Source : Primary Data

Experience of employees in spinning mill is measured on the basis of the number of years they have been engaged in this job. The table portrays that 53 per cent of the respondents belong to the category of experience upto 10 years in the textiles, 38 per cent have experience between 10 – 20 years, while 9 per cent belong to the category of above 20 years of experience.

Recruitment

Table 7: Sources of Recruitment

S. No.	Sources	No. of Respondents	Percentage
1.	Advertisement	54	54
2.	Heirs of Employees	24	24
3.	Notice Board	7	7
4.	Trade Union	15	15

	Total	100	100
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Source : Primary Data

Indian labour market is known for its abundance. The employers generally intimate the labour market through advertisement and employment exchange. In private organizations, the source may be trade unions, heirs of employees or retirement or death. It is clear that out of the total respondents, 54 per cent favour recruitment through advertisement, 24 per cent are in favour of their sons as the employees of the mill, while recruitment through notice board is preferred by 7 per cent of the sample employees and through trade union by 15 per cent of the respondents.

Table 8: Mode of Appointment

S. No.	Mode	No. of Respondents	Percentage
1.	Interview	57	57
2.	Test	32	32
3.	Direct Appointment	11	11
	Total	100	100

Source : Primary Data

An interview is a formal consultation to evaluate the aptitude, training and the like of a prospective employee. It reveals that 57 per cent employees favour appointment through interview method, 32 per cent employees are in favour of appointment through test method, while 11 per cent employees favour appointment through direct recruitment.

Table 9: Appointment made on Merit / Recommendation

S. No.	Opinion	No. of Respondents	Percentage
1.	Appointment is made on merit	41	41
2.	Appointment is made on recommendation	59	59
	Total	100	100

Source : Primary Data

Placement is the process of selecting employees for specific jobs. The above table reveals that 41 per cent of the total respondents are appointed on merit and 59 per cent of the respondents are appointed on recommendation.

Table 10: Sources of Recommendation

S. No.	Sources of Recommendation	No. of Respondents	Percentage
1.	Union Leaders	32	32
2.	Officers	35	35
3.	Political People	33	33
	Total	100	100

Source : Primary Data

The success of an organization is linked to the personnel working in it. If right persons are selected, then the organizational goals can be easily achieved. The table explains that among the total respondents 32 per cent are recommended by union leaders, 35 per cent by officers and 33 per cent by political people for their appointment.

Table 11: Confirmation of Job

S. No.	Opinion	No. of Respondents	Percentage
1.	On completion of a certain period	26	26
2.	On the Basis of performance in the Job	74	74
	Total	100	100

Source : Primary Data

Usually an employee is appointed on probationary basis in the beginning. The probationary period may range from 2 months to 2 years. The table illustrates that out of the total respondents, the opinion of 26 per cent respondents is that they are confirmed in their jobs on completion of a certain period of 74 per cent employees are confirmed on the basis of their performance.

Table 12: Analysis of Opinion of Employees about Recruitment Practice

S. No.	Statement	Weighted Average Score
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1.	Appointment procedure is fair	3.41
2.	Interview mode is good	3.21
3.	Selection is made on merit basis	3.19
4.	The probationary period fixed is reasonable	2.92
5.	Employees are treated well during the probationary period	3.11
	Total	100

Source : Primary Data

The table shows that among the five opinions, 'Appointment procedure is fair' has the highest weighted average score, followed by 'Interview mode is good', 'Selection is made on merit basis', 'Employees are treated well during the probationary period' and 'The probationary period fixed is reasonable'.

Training

Table 13: Need for Training

S. No.	Opinion	No. of Respondents	Percentage
1.	Need for Training	74	74
2.	No Need for Training	26	26
	Total	100	100

Source : Primary Data

All training activities must be related to the specific needs of the organization and the individual employees. A training program should be launched only after the training needs are identified clearly and specifically. The table delineates that among the total respondents nearly 74 per cent are of the opinion that training is necessary for the employees, while 26 per cent feel that training is not necessary.

Table 14: Training Methods

S. No.	Methods	No. of Respondents	Percentage
1.	Job Rotation	19	19
2.	Coaching	38	38
3.	Lecture	21	21
4.	Job Instruction	22	22
	Total	100	100

Source : Primary Data

Training of any kind should have its objective of improving the behavior of employees. So, the performance of training becomes more useful. It is clear that 19 per cent of employees are trained through job rotation, 38 per cent through coaching, 21 per cent through lecture and 22 per cent through job instruction method.

Table 4.15: Nature of Training

S. No.	Opinion	No. of Respondents	Percentage
1.	Training is compulsory	64	64
2.	Training is to acquire job-related skills	36	36
	Total	100	100

Source : Primary Data

Once training objectives and policies are decided, an appropriate training program can be designed and conducted. It is clear from the above table that 64 per cent state that training is compulsory, while 36 per cent are of the opinion that training is to acquire job – related skills.

Table 16: Training for New Employees

S. No.	Methods	No. of Respondents	Percentage
1.	Required for new employees	78	78
2.	Not required for new employees	22	22
	Total	100	100

Source : Primary Data

Training is necessary both of new and existing employees. The above table shows that 78 per cent of respondents feel that training is required for new employees, while 22 per cent feel that the training is not required for new employees.

Table 17: Weighted Average Score of Employees Opinion about Training

S. No.	Statements	Weighted Average Score
1.	Training should be goal-oriented	3.33
2.	Training methods are suitable for the present job	3.09
3.	Training is given by experts	3.01
4.	Trained employees perform their task effectively	2.88
5.	Training involves retention and immediate acquisition of knowledge	3.39
	Total	100

Source : Primary Data

The above table shows that among the five opinions of employees about training, 'Training involves retention and immediate acquisition of knowledge' has the highest weighted score, followed by 'Training should be goal-oriented', 'Training methods' are suitable for the present job', 'Training is given by experts' and 'Trained employees perform their task efficiently'.

Salary

Table 18: Satisfaction of Present Salary Level

S. No.	Sources	No. of Respondents	Percentage
1.	Satisfied	63	63
2.	Not Satisfied	37	37
	Total	100	100

Source : Primary Data

The term salary is defined as the remuneration paid to the clerical and managerial personnel employed on monthly / annual basis. Salary is the direct remuneration paid to an employee compensating his services to the textile industries. Table 4.22 shows the satisfaction of employees about their present level of salary. It reveals that among the total respondents, 63% are satisfied with their present salary level, while 37% are not satisfied with their existing salary level.

Table 19: Allowances are Adequate or Not

S. No.	Opinion	No. of Respondents	Percentage
1.	Allowances given are Adequate	85	85
2.	Allowances are not adequate	15	15
	Total	100	100

Source : Primary Data

Allowance is given to employees to protect their real wages. Usually, house rent allowance, city compensatory allowance, medical, travelling and education allowance are given to the employees. Out of the total respondents, 85 per cent are of the opinion that the allowances given are adequate, while 15 per cent are of the opinion that the allowances are not adequate.

Table 20: Remuneration Linked To Productivity

S. No.	Opinion	No. of Respondents	Percentage
1.	Remuneration should be linked to productivity	54	54
2.	Remuneration should not be linked to productivity	46	46
	Total	100	100

Source : Primary Data

As salary and wage constitute the major part of the cost of production, every organization must consider this aspect. The above table shows that out of the total respondents, 54 per cent are of the opinion that remuneration should be linked to productivity and the remaining 46 per cent are of the opinion that remuneration should not be linked to productivity.

Table 21: Bonus Payment Is Reasonable And Satisfactory

S. No.	Opinion	No. of Respondents	Percentage
1.	Bonus payment is reasonable and satisfactory	72	72

2.	Not reasonable and not satisfactory	28	28
	Total	100	100

Source : Primary Data

Bonus may be regarded as an incentive to higher productivity. The table reveals that 72 per cent employees are satisfied with the bonus payment and only 28 per cent employees are not satisfied with their bonus payment.

Table 22: Satisfaction about the Payment of Overtime Wages

S. No.	Opinion	No. of Respondents	Percentage
1.	Overtime payment is satisfactory	51	51
2.	Overtime payment is not satisfactory	49	49
	Total	100	100

Source : Primary Data

Overtime wage is somewhat higher than the normal wage payment. Out of total respondents, 51 per cent are of the opinion that the overtime wage is satisfactory, 49 per cent of the respondents are not satisfied with the overtime payment in their textiles.

Table 23: Weighted Average Score of Employees' Opinion about Salary and Other Allowances

S. No.	Statements	Weighted Average Score
1.	Salary drawn is satisfactory	3.30
2.	Allowance paid is reasonable	3.28
3.	Better wages based on employees' experience and qualifications	3.08
4.	Salary is adequate to meet all requirements	3.00
5.	Better wages compared to employees in other units	3.01

Source : Primary Data

The above table shows that among the five opinions of employees about salary and wage, the opinion that 'Salary drawn is satisfactory' has the highest weighted average score, followed by other opinions such as, 'Allowances paid is reasonable', 'Better wages based on employees' experience and qualification', 'Better wages compared to employees in other units' and 'Salary adequate to meet all requirements'.

Table 24: Safe Working Conditions for Employees

S. No.	Opinion	No. of Respondents	Percentage
1.	Organization provides safe working conditions for its employees	96	96
2.	Not providing safe working conditions for its employees	4	4
	Total	100	100

Source : Primary Data

An employees health and safety are often the outcome of the interaction between him and his environment. Unless, the working conditions, that is lighting, cleanliness, space and ventilation are proper, workers cannot concentrate on work. The above table reveals that out of the total respondents, 96 per cent are of the opinion that the organizations provide safe working conditions for its employees, while only 4 per cent are of the opinion that the organizations are not providing safe working conditions for its employees.

Table 25: Working Hours and Leave Facilities

S. No.	Opinion	No. of Respondents	Percentage
1.	Satisfied	46	46
2.	Not satisfied	54	54
	Total	100	100

Source : Primary Data

Employee welfare is a comprehensive term including various services, facilities and amenities provided to employees for their betterment. The table reveals that out of the total respondents, 46 per cent are satisfied with the working hours and leave facilities, while 54 per cent are not satisfied with the working hours and leave facilities.

Table 26: Provision of Ventilation and Light Facilities

S. No.	Opinion	No. of Respondents	Percentage
1.	Provided adequate ventilation and lighting facilities	84	84
2.	Not provided adequately	16	16
	Total	100	100

Source : Primary Data

The main physical factors influencing workers' health are cleanliness, lighting, temperature, ventilation and freedom from noise. The Table 4.35 reveals that a majority of the respondents (84 per cent) are of the opinion that the organizations are providing adequate ventilation and lighting facilities, while 16 per cent of the respondents are of the opinion that the organizations are not providing adequate ventilation and lighting.

Table 27: Provision of Adequate Toilet and Water Facilities

S. No.	Opinion	No. of Respondents	Percentage
1.	Provided adequate toilet and drinking water facilities	77	77
2.	Did not provide adequate facilities	23	23
	Total	100	100

Source : Primary Data

In every industrial organization, sufficient number of toilets and safe drinking water should be made available. Table 4.36 reveals that out of the total respondents, 77 per cent are of the opinion that the organizations provide adequate toilet and drinking water facilities, while 23 per cent are of the opinion that the organizations have not provided adequate toilet and drinking water facilities in their textiles.

Table 28: Accident Prevention and Control Measures in the Textiles

S. No.	Opinion	No. of Respondents	Percentage
1.	Adequate accident prevention and control measures followed in their textiles	70	70
2.	Adequate accident prevention and control measures are not provided	30	30
	Total	100	100

Source : Primary Data

The main steps to be taken to ensure safety and security of employees include safety policy, safety education and training, safety engineering and the like. Among the total respondents a majority (70 per cent) are of the opinion that the textiles follow, adequate accident prevention measures, while 30 per cent of the respondents are the opinion that the textiles have no adequate accident prevention and control measures.

Table 29: Provision of Welfare Measures

S. No.	Opinion	No. of Respondents	Percentage
1.	Employee welfare measures (statutory / non-statutory) provided in their Spinning mills	68	68
2.	Employees welfare measures not provided in their spinning mills	32	32

Total	100	100
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Source : Primary Data

Employee welfare is an essential part of social welfare. It is in the interests of the employee, the employer and the society as a whole. It helps to improve employee productivity and efficiency by improving their physical and mental health. The above table shows that among the total respondents, 68 per cent are of the opinion that welfare facilities are adequately provided, while 32 per cent are of the opinion that welfare measures are not provided in their spinning mills.

Table 30: Level of Satisfaction about Working Conditions and Welfare Measures

S. No.	Level of Satisfaction	No. of Respondents	Percentage
1.	High	95	95
2.	Medium	2	2
3.	Low	3	3
	Total	100	100

Source : Primary Data

Here, an attempt has been made to examine the relationship between the level of satisfaction about working condition and welfare measures and the socio economic profiles such as sex, income level and the experience of the employees. It is clear from the above table that out the 100 sample employees, 95 per cent have high level of satisfaction, 2 per cent have medium level of satisfaction while 3 per cent have low level of satisfaction.

CHI – Square Test

1. Null Hypothesis (Ho): There is no relationship between gender and level of satisfaction of the respondents.

Result of Chi-Square Test

Test used	Degree of freedom	Level of significance	Table value	Calculate value	Result
Chi – square	2	5%	5.991	4.237	Accepted

The calculated value is less than the table value at 5% level of significance. Hence the hypothesis is accepted. So, there is no significant relationship between the gender and level of satisfaction of the respondents.

2. Null Hypothesis (Ho): There is no relationship between income and level of satisfaction of the respondents.

Result of Chi-Square Test

Test used	Degree of freedom	Level of significance	Table value	Calculate value	Result
Chi – square	2	5%	5.991	5.017	Accepted

The calculated value is less than the table value at 5% level of significance. Hence the hypothesis is accepted. So, there is no significant relationship between the income and level of satisfaction of the respondents.

Suggestions

- Based on the findings the following suggestions are made to the management of the sample textiles to improve the efficiency of employees.
- The management should follow clear and standard recruitment policy for all the levels of jobs. The candidate may approach the organization for the jobs through some easy sources, such as advertisement, factory gate recruitments and so on.
- The management may clearly specify the procedure of employees' selection in their organization for various categories of employees.
- The organizations may formulate a new human resource policy to promote its employees' education.
- There should be a two-way communication between the management and the workers as if exercises profound influences on human resource policies. The workers should be kept informed about the textile industries policies and programme through conferences, bulletins and informed discussions with the workers.

- To improve the efficiency and update the knowledge of employees, the textiles should provide internal and external training programs according to the requirements.
- Employee compensation or salary is an important factor which needs more attention. The textiles should consider the nature of work and the rules and regulations relating to employees salary and wages.
- Bonus payment is a motivation to employees. Hence, efforts should be made to make bonus payments reasonably.
- Welfare facilities like provision of lighting, ventilation, canteen facilities, running co-operative stores, providing clean drinking water, toilet facilities, transports facilities, medical benefits and so on should be provided adequately to the employees.
- Of all the aspects of human resource management practice followed, one of the main aspects is job satisfaction of employees. Once the employees are satisfied with their jobs, then they are satisfied with other aspects automatically. Hence, steps should be taken by the management to satisfy the employees in their jobs by providing such an internal and external environment that ensures a healthy and happy workplace.
- Grievance redressal procedures in the textile industries may be made systematic with a transparent procedure to improve the motivation of the employees.

Conclusion

The textile industry occupies a unique place in India. It is one of the earliest industries that came into existence in India. From the point of view of production, employment, export and consumption, spinning mill industry is very important.

Apart from being a source of providing one of the basic needs, the cotton textile industry plays a crucial role in the socio-economic structure of India. In the nation's wealth creating activity, the textile industry has been continuing to play a pivotal role.

In the spinning mill industries we find frequent changes in the human resources and environment factors. Such changes will affect employment relationships and also reveal many trends namely difference in status between owners, managers and labourers, decreased number of employers, enlarged size of labour force, increased requirements of specialised skills which in turn lead to increased need for training and so on. It is the task of the textile industry to deal with the human force effectively and to lead the work properly and in the right direction.

By adopting proper recruitment, selection, compensation, safe working conditions and other policies and practices of human resource management it helps in finding out best people for various jobs and also in placing right person in the right job so that they get maximum satisfaction of their work and give their best efforts to the textile industries.

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