

A Study of Problems Relating to Human Resource in Manufacturing Industries of Madhya Pradesh with Special Reference to Mandideep, District-Raisen, M.P

Mohammad Afraz Khan*, Dr.Sapna Singh

DEPARTMENT OF MANAGEMENT

SARVEPALLI RADHAKRISHNAN UNIVERSITY BHOPAL (M.P.)

Abstract: This paper enlightened the Human Resource study in manufacturing Industries aimed to understand the issues of HRM practices country like India. Needs to exploit the massive HR to its best. Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. Industry in Bhopal is one of the major commercial hubs of Madhya Pradesh, with the secondary sector in the district having grown at 15.2 percent CAGR in the past five years. MPAKVN (Bhopal) Limited, a subsidiary of M.P. State Industrial Development Corporation Limited, has an industrial growth centre on 1350.38 hectares of land at Mandideep and Pillukhedi in the district. [6] Bhopal AKVN has attracted investments from several leading industries such as HEG, Daulat Ram Crompton and Greaves, P&G, Godrej, Lupin, IFB, Nahar etc.

Keywords: HRM practices, CAGR, MPAKVN (Bhopal) Limited, HEG, Daulat Ram Pvt.Ltd.

1. INTRODUCTION

Since last two decades India's human resource has made its presence felt not only in the country but across the world. The world recognizes India as one of the most exciting emerging economies of the world. In the last few decades it has become a global hub of outsourcing. The Indian firms like, Tata, Reliance, TCS, Infosys etc are spreading their wings globally through mergers and acquisitions. By the year 2026, 64.8 per cent Indian population will be in the bracket of working group. As against this demographic dividend, we might have a shortage of skilled people- engineers (6 lakh), graduates (39 lakh) and vocationally trained personnel (7 lakh), according to *CII report* on linking skills to jobs [World Bank 2010. 'India Country Strategy (CAS) 2009–2012]. In addition, we might fall short of the target of skilling 500 million people by 2022. One should also consider that the country has set for itself monumental goals such as 'Make in India', 'Digital India', 'Smart Cities' to name a few and the ground reality suggests that we do not have enough skilled people to execute it effectively. In view of this, it is understandable that 'Skill India' is an official government program.

HRM in Manufacturing Industries

HEG Ltd is a leading graphite electrode manufacturer in India. Graphite electrodes are extensively used in the smelting process in EAF to manufacture steel. These electrodes are used as conductors of electricity in the furnace that generates heat to melt steel scrap used to produce steels and other metals The company engaged in manufacturing graphite electrodes and a captive power generation. The company has the largest integrated graphite plant in South Asia & Middle East, located at Mandideep in Madhya Pradesh. HEG Ltd (earlier known as Hindustan Electro-Graphites Ltd) was incorporated in the year 1977. 80% of the production is exported to 30 countries. The company is a premier company of the LNJ Bhilwara group. Having total employees of 927.

Daulat Ram Industries (DRI) is a leading manufacturer and supplier of rail transport industry. It manufactures various kinds of dynamic braking solutions for diesel, diesel-electric and electric locomotives, in addition to a variety of resistors, AC and DC motors, and blowers for force cooling solutions and fabricated structures. With a workforce of more than 350 and a sales *turnover* of more than USD 30 million, DRI has come a long way in last 41 years with 300+ employees.

Objectives of Human Resource Management

Primary Objective:

- To develop a simulation based model to estimate the gap between supply and requirement of health manpower to address the needs of the population.
- To study the current recruitment practices adopted by various manufacturing companies in Maharashtra.
- To understand and analyze the training practices adopted by various manufacturing companies in Maharashtra.
- To understand and analyze the current remuneration policies practiced in various manufacturing companies.
- To understand the relationship between employee empowerment and its effects on employee attrition.
- To suggest the remedial measures pertaining to the HR problems in manufacturing Industry.
- To study socioeconomic conditions of employees in manufacturing industry of Raisen District, M.P.

Secondary Objectives:

- To develop a model for population projection in order to understand the demographic changes happening in the age group population that impacts the future manpower requirement.
- To develop Simulation model for Training, Supply and Productivity to estimate the total supply of providers (general practitioners) both in consideration to productivity and without considering productivity.
- To develop a model for understanding the health care requirements of age group population in terms of number of providers required.
- To incorporate the provision for testing different scenarios in the model to understand the impact of changing policy options on provider requirements.
- To incorporate in the model, the provision for conducting Sensitivity analysis to monitor the effect of 1 change in input variables on output values.

Problems of Human Resources:

- Lack of Availability of appropriate personnel required in Manufacturing Industries.
- Problems in selection process and time wasted in the process.
- Problems of proper placements and allotment of work to different categories of employees.
- Lack of proper working condition in manufacturing units.
- Problems of treatment and salary offered to employees.
- Problems relating to proper training facilities.
- Problems of performance appraisal system in manufacturing units,

Type of Study: Descriptive

The type of research adopted is descriptive. Descriptive research is used in order to gather descriptive information such as factors responsible for the retention of employees in manufacturing industries of Bhopal, the current strategies adopted by the company, and penetration of psychometric testing phase in the overall Process of selection in the Manufacturing organization and its training to the users of it.

Specific objective of the study.

India needs to exploit the massive HR to its best. The awareness is to be increased that the people of the country should become valuable resource. The growth process should be based on the integrated development of the citizens. All relevant instruments and agencies contributing to or responsible for growth should be integrated in order to ensure rapid development.

There are still many things to be done in the areas of removing illiteracy and poverty by motivating employee which will directly help in creating more and more skilled professionals thus creating more and more skilled human resource for different sectors.

- To find most of the employees of Manufacturing Industries belongs to different age groups and are spending dissimilar service period with the organization.
- To find Performance Management System of Manufacturing Industries this is conducted by the human resources department after a regular or defined time span.
- To find were officials having a different view regarding the transparency in the process of HRM.
- To find Performance management process of provides a chance to employees of advancement and recognition within the organization.
- To find officials were in the favor that they consider all the factors facilitating and hindering performance at the time of appraisal.
- To find Job Description is clearly defined to the employees, so that they can perform their job without any hurdle.
- To find officials were identical on the matter that Performance of employees improves due to current HRM.
- To find whether employee to set their individual goals with the organizational goals and achieve meaningful outcomes.
- To find how HRM creates a participative environment. Hence most of the employees are satisfied with the existing HRM.
- To find Employees of Manufacturing Industries were unlike while asking about feeling of freeness to express their disagreement regarding the appraisal decisions.
- To find Employee attains career growth health campaigning by medicals & insured policy etc is provided by HRM in connecting individual goals with the organizational goals.
- To find HRM of Manufacturing Industries is lagging or leading behind in satisfying social needs rather than satisfying only monetary needs.
- To find employees promotions are based on by HRM.
- .To find how improve on proper identification of training need, users expectations.
- To find the usefulness and implementation techniques for e-learning based trainings given by HRM.
- To find hoe HRM creating the customized educational programs for technical, processes, and behavioral skills of an employee.
- To find which tools & techniques are being followed in industry currently, and how it is useful for an Employers, especially for rural environment.

Types of Study: Quantitative

The research study is quantitative in nature. Hence statistical analysis is used to generalize the statements.

3. Type of Questions: Formalized and Limited Probing The type of questions used straightforward and confined to the study only.

4. **Type of Questionnaire:** Structured: The questionnaire is structured to collect the exact primary responses from the respondents.

5. **Type of Analysis:** Statistical: The response collected is analyzed using statistical tools

I. Primary Data:

The primary data needed for the study is gathered through structured questionnaire from HR-Executives/Managers and Employees. There are two separate set of questionnaire were designed to collect data from employees and HR executive separately.

II. Secondary Data Collection:

Data is collected from secondary source such as Books, Journals, Reports and Internet etc:

III. Tools Techniques of Analysis:

Ratio analysis, Averages, correlation & Regression are used whenever necessary.

IV. Sample Size:

There are 755 registered manufacturing units in Manufacturing Industrial Area, Raisen. In which 38 industrial units are exporters. 30 Large Scale Units and 682 are small scale industries. Hence out of total manufacturing units in which 38 large scale unit, 24 middle scale unit and remaining 692 units are small scale unit which actually work in manufacturing activities. Out of such 38 units, 10% samples amounting to 125 units and 125 respondents from workers and Managerial categories from different organization selected for study. With the help of separate Questionnaire for Employees and HR Executives data has been collected from several aspects regarding my study

Personal details: This section related to collect the data from workers so as to understand their demographic and socio-economic structure. The 96 analysis of data related to different demographic and socio-economic factors is arranged in this section.

Age of workers (years): Among the demographic, age of worker is an important attribute of the study and the data on age is collected through questionnaire in which options subjected to workers are in the interval form. The frequency distribution and its percentage of ages of workers is presented in Table.

2. METHODOLOGY

The study is a descriptive study. Questionnaire is designed to collect the data from various employees and staff members of Mandideep District Raisen Manufacturing Industries like HEG, Daulat Ram Industries,

Conclusions about HR Management

Objectives of the study

- To study the process of performance management system followed by Manufacturing Industries.
- To analyze the awareness and satisfaction level of employees towards HRM in Manufacturing Industries.
- To study the impact of HRM on performance of the employee.
- To study the effects of HRM on career development of employees.

Discussion on Hypothesis of Research

Hypothesis

- Process of HRM followed by Manufacturing Industries is effective.
- The employees of Manufacturing Industries are satisfied with the HRM followed by the organization.
- There is a positive impact of HRM on the performance of the employees in Manufacturing Industries.
- Effective HRM in Manufacturing Industries plays vital role for career development of employees.

3. Sampling plan Yvonne van den Broek 2012 [47]

- Sample Unit: Target groups (HEG & Daulat Ram, Parmali :Pvt.ltd officials, employees and staff members) and various online data of Manufacturing Industrial Area, Raisen.
- Sample Size: 1000 (250 employees and staff members per Industry)

The questionnaire of workers and managers was structured, close ended and including sufficient relevant questions pertaining to the objectives of study. The number of questions in workers questionnaire was 45 which are divided into 6 sections viz;

1. Personal details
2. Recruitment promotion and training
3. Wages welfare and working conditions
4. Trade union activities
5. Workers participation in management
6. HR problems and remedies.

Part I: Analysis of workers data

1. Personal details

1.1 Age of workers (years):

1.2 Educational Qualification of Workers

1.3 Marital status of workers

1.4 Experience (years)

2. Recruitment Promotion and Training

2.1 Source of recruitment news

2.2 Nature of recruitment

2.3 Nature of experience at the time of recruitment

2.4 Recruitment procedure

2.5 Period of Training Received

2.6 Number of Training Programs Completed

2.7 Frequency of training

2.8 Usefulness of training

2.9 Present Promotion Policy

2.10 Conclusion about recruitment promotion and training

3. Wages, Welfare and Working Conditions

3.1 Monthly gross salary (Rs.)

3.2 Deductions from Monthly Salary

3.3 Monthly Payment Slip

3.4 Mode of Payment

3.5 Type of leave

3.6 Satisfaction of workers about facilities provided by company

3.7 Satisfaction about the social security measures provided by the Management

3.8 Satisfaction of Working & Service conditions

3.9 Interest in present job or engagement

3.10 Opinion about present salary/ wages

3.11 Opinion about social status being employee of this company

3.12 Relationship with Supervisors & Colleagues

3.13 Conclusion about wages welfare and working conditions

4. Trade union activities

4.1 Membership of Trade Union

4.2 Important reasons to join Union

4.3 Factor analysis of reasons to join trade union

4.4 Visit to Union office

4.5 Usefulness of union to employees

4.6 Number of unions in the company

4.7 Factors affecting agreement

4.8 Impact of strike on management

4.9 Conclusion about Trade Union Activities

5. Workers participation in management

5.1 Opinion of facilities provided by management in the company

5.2 Purpose of providing facilities

5.3 Usefulness of facilities provided

5.4 Performance of Representative

5.5 Decision making strategy regarding employee issues

5.6 State of Industrial Relations

5.7 Conclusion about workers participation in management

6. Problems and its remedies

6.1 General HR problems in company

6.2 Compensation and incentive related HR problems

6.3 Factor analysis of HR problems

6.4 Remedial suggestion for general HR problems

6.5 Remedial suggestion for incentive to related HR problems

6.6 Conclusion about HR problems and its remedies

Analysis of Managers data

- Distribution of managers according to present designation
- Distribution of managers according to their age (years)
- Distribution of managers according to their Educational Qualification

- Distribution of managers according to Experience (yrs)
- Distribution of managers according to delegated powers
- Distribution of managers according to utilization of power
- Conclusion about powers to managers
- Conclusion about association of managers with management and Workers

HR Management

- Reduction in HR problems
- Recruitment procedure of organization
- Discussion of Objectives of Research
- Employee Development practices
- Procedure of addressing management problem
- Promotional activity
- Absenteeism of Labors & Managerial Executives
- VRS of labours & managerial executives

Hypothesis :

Ho : There is no difference between employees recruited with referral & direct Recruitment.

Ho : There is no problem of availability of trained manpower in manufacturing Industry.

Limitation of Study:

The study is limited to Raisen District Manufacturing Industry only due to researcher being alone and also the time required for completing the research which is limited. It is confine to Raisen District of Madhya Pradesh only. Also certain limitations to such study I got in the district manufacturing organization. Many Co-operative and private manufacturing organization not give appropriate response to provide true information regarding the workers and staff. Workers having some kind of threat in their mind while providing information about the nature of job, salary etc and no separate active HR Department in the manufacturing industry of Raisen district, which companies having such separate department. They also not provided exact information about the Human Resource. These are some limitation to the study.

Sampling plan Yvonne van den Broek 2012 [47]

- Sample Unit: Target groups (HEG & PARMALI officials, employees and staff members) and various online data of Manufacturing Industrial Area, Raisen.
- Sample Size: 1000 (250 employees and staff members per Industry)

3. REVIEW OF LITERATURE

A brief review of the work already done in the field:-

a) **Suresh chand aggrawal 2004** argues that states with low proportion of employment in the manufacturing have been HP, Assam, MP, Rajasthan and Bihar. The states with relatively high level of manufacturing employment are W. Bengal, TN, Kerala and Delhi, with a little less variation in rural level (from 3.76 percent in MP to 13.70 in Kerala in 1983 to 4.14 percent in MP to 13.7 percent in TN in 1999-2000) than the urban level. It is clear that in rural areas proportion of not literate casual workers has reduced over the four rounds in every state and that of other education levels has generally increased. It indicates that the casual labour in rural India and its states are now more literate (skilled). However, the share of uneducated is quite high among rural casual workers in the states of AP, Bihar, MP, and UP and is now quite low in Delhi, Goa, HP and Kerala.

- b) **Boris Groysberg in 2004** explained that most companies that hire stars overlook the fact that an executive's performance is not entirely transferable because his personal competencies inevitably include company-specific skills. When the star leaves the old company for the new, he cannot take with him many of the resources that contributed to his achievements. As a result, he is unable to repeat his performance in another company--at least not until he learns to work the new system, which could take years.
- c) **As per Jyothi, P 2006** Organizational design defines the different positions in the staff hierarchy. Staffing is one of the primary functions of HRM and involves work analysis, HR planning, recruitment, selection, placement, induction, and orientation. Human Resource Management Work analysis provides some basic information on various skills required to perform the job effectively, so that it creates and sustains organizational capability. Work analysis includes the following:
- Collecting data, information, facts, and ideas relating to various aspects of jobs, including men, machines, and material
 - Preparing job description, job specifications, job requirements, and employee specifications, which will help in identifying the nature, levels, and quantum of human resources
 - Providing the guides, plans, and basis for job design and for all operative functions of HRM
- HR planning is a process by which the management of an organization determines its future requirements and formulates plans for effective utilization of the existing human resources to fulfill these requirements. It is a strategy for the acquisition, utilization, improvement, and preservation of an enterprise's human resources. It relates to establishing job specifications, determining the number of personnel required, and developing sources of human resources.
- d) **2 Noe, R.A., Hollenbeck 2007** in his article further discusses the interplay of training and learning principles for congenial learning climate. In conclusion, author says that the drastic changes in the business scenario call for a speedy transformation of organizations. Training plays important role in helping organizations achieve change. Changes may throw an organization out of balance; seriously reduce its vigor until it can reach a new equilibrium. In this juncture training has been the best device in solving the disequilibrium and maintaining the required standard in time.
- e) **As per Karan Singh Negi 2008** study on work stress its causes and effects is important for understanding work performance and organizational climate in any business establishment. Not many small and medium business organizations in India study work stress amongst their employees. Even large establishments tend to neglect this aspect though it is an important component of Human Resource Management practices. As per Industrial growth in Madhya Pradesh: Structural and economical backwardness the study has underlined some structural as well as region specific constraints to the accelerated growth of the manufacturing industry in Madhya Pradesh State. Rising capital intensity and falling employment, low growth rate of fixed capital and low share of value added all reflect the unsatisfactory performance of the state in manufacturing activity.
- f) **As per Kawadia & Ganesh 2009** The national economy in the last decade witnessed a high growth momentum primarily driven by services, and partly by the manufacturing sector. At the state level, the growth of MP continues to be poor and still dominated by agriculture and an expanding services sector. Such economic imbalance and different growth momentum over time has led to a divergence in the well-being of the state and the national economy.
- g) **Farooque Jamal A. (2010) in paper** "Adoption of E-Business Technologies and suppliers performance in Thai automotive supply chain " has reported his attempt to study the current scenario of employee orientation and training programmes in the manufacturing sector of automation industry. The supplier adopt e-business mainly to improve communication along the supply chain followed by engineering ,production and HR related purpose with cost and revenue optimization and improvement in external linkages. Author notes down the opinion of majority of his respondent employees that training and orientation are useful for both employees and the company.
- h) **As per Morano. 2010** Human resource management policies and practices had a positive contribute high organizational performance, and thus organizations can take initiatives to introduce innovative better HRM practices to enhancing overall performance of the organization.
- i) **Kalyani Muna 2011** in the article titled as "A Tool of Managing Change for Organizational Excellence" has explored a new trend of training i.e. a role of "Cognitive dynamics" in training which is not apparent but drives the forces to the greater degree of competency and commitment and play an immense role necessary for learning to occur. The article further discusses the interplay of training and learning principles for congenial learning climate. In conclusion, author says that the drastic changes in the business scenario call for a speedy transformation of organizations. Training plays

important role in helping organizations achieve change. Changes may throw an organization out of balance; seriously reduce its vigor until it can reach a new equilibrium. In this juncture training has been the best device in solving the disequilibrium and maintaining the required standard in time.

j) **As per Dr. P.C. Narware (2011)** it is correct to say that *man is a power rather than man has a power*. Progressive managements invest huge funds on training and development of human resource and this suggests the important of human resource management and its contribution in industrial and economic development in India. The present study attempts to review the value added and nonviable added activities within the human resource policy adopted in small scale Pharmaceutical Industry located in Madhya Pradesh. It also highlights the strategic manpower planning of an enterprise, training and development programme, performance appraisal, welfare and reward system and industrial relations etc. that interface with recruitment and selection process. Finally, this paper suggests some policy measures for enhancement of industrial environment as well as long-term success of the recruitment and selection process in HRM through initiating necessary changes of the small-scale Pharmaceutical Industry in Madhya Pradesh.

HRM Practices HEG:-

The following HR practices are assumed to be quite important for Manpower planning:

MPP or HRP in a Industry is usually a one man show or a matter of group decision involving the head of the organization as the number of people is usually less. There is as such no formal way of job analysis or job description, job-specification but it is done in line with the strategic requirements.

Recruitment, Selection and Placement: Many businesses go ahead with the referral as a selection method to keep a check on the loyalty part of the employees. The selection of employees in industry can be through public or private employment exchanges, training institutes, local colleges, newspaper advertisements, professional associations etc.

Performance Appraisal: **T V Rao (2005)** in his paper approved of designing a simple and effective PMS (Performance Management System) for the organization and to invest in some amount of training. He focused on creating a learning environment and being sensitive to factors that help to retain talent. As in small businesses multi-tasked people are required to function effectively hence an effective PMS has to be designed to motivate the key people with monetary or non-monetary incentives.

Training and development: Mostly on-the-job training is followed in small businesses. In certain businesses off-the-job training and specialized training is recommended for. On-the-job training helps the organization to cut costs to the company, alongwith the added advantage of skilling its people in its own work environment and work-processes. clarity, flexibility, be more open, and enhance efficiency and productivity.

4. ANALYSIS AND DISCUSSION

Table 1: Distribution of workers according to age (years).

Sr.No.	Age in Years	Number of Workers	Percentage
1	Less than 18 Year	0	00.00
2	18-25	35	06.69
3	25-35	275	52.98
4	35-45	123	23.51
5	45-55	65	12.42
6	55 and above	25	04.48
	Total	523	100

Source: Primary Data

- From Table 1 it is observed that 52.98 percent means one-third of the workers are in the age group 25-35 years, 23.51 percent belongs to 35-45 years and 12.42 percent are in the age range 45-55 years. The senior most workers in the age group 55 and above are less than 5 percent where as those in the younger class 18-25 are less than 10 percent. It is further observed that there is no worker having age less than 18 years means there is no minor worker observed in the sample. The data in the Table 1 is also presented in vertical bar chart in Figure 4.1.

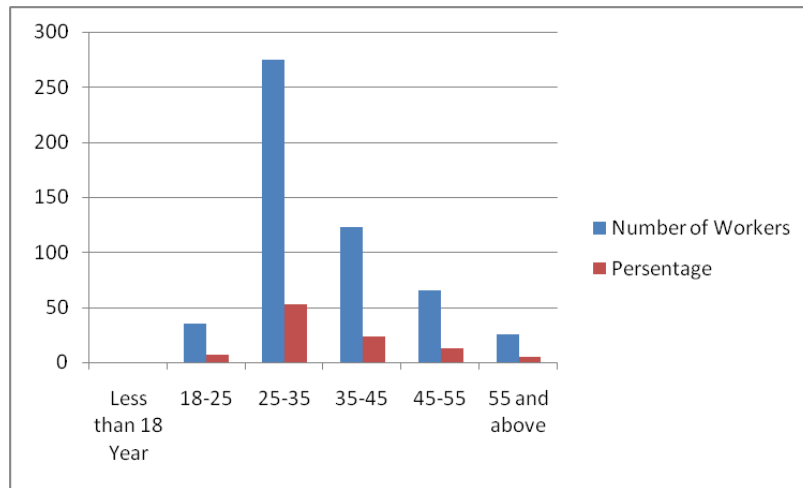


Figure 1: Age group wise Percent distribution of workers

Educational Qualification of Workers:

Among the socio economic factors educational qualification is one of the important attribute. Since in general workers are moderately educated this question in the questionnaire was given the options relating to moderate education. The summary of data received on educational qualification of workers is presented in Table 2

Table 2: Distribution of workers according to Educational qualification

Sr.No.	Educational qualification	Number of Workers	Percentage
1	S.S.C.	96	18.36
2	Higher	226	43.21
3	Graduate	123	23.51
4	Professionals	78	14.92
5	Total	523	100

Source: Primary Data

From Table 2 it is very clear that 43.21 percent means about 70 percent workers are Higher, Graduate workers are 23.51 percent whereas, Professional workers are 14.92 percent, whereas S.S.C. passed workers are 18.36 percent. Accordingly there are worker with qualification higher than S.S.C.. The data in Table 2 is also presented using pie chart in figure 2.

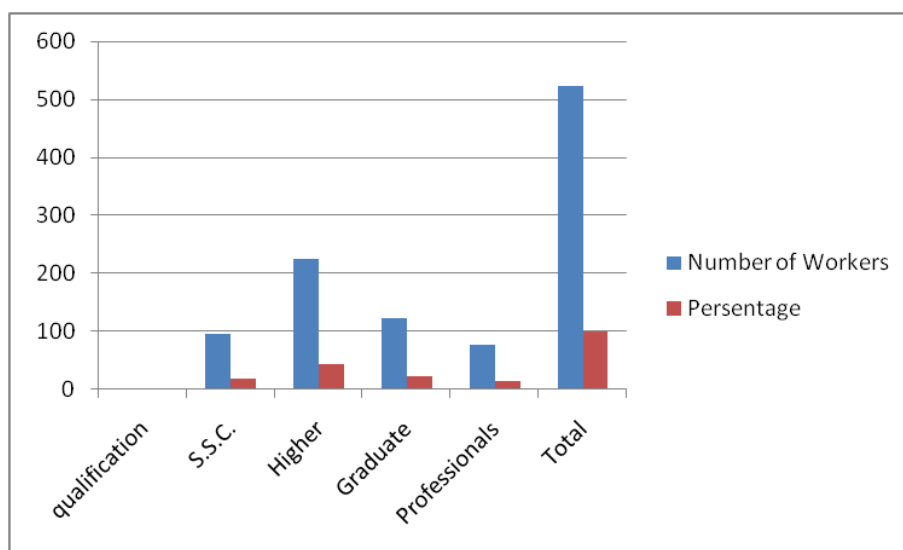


Figure 2: Percentage distribution of Educational qualification of workers

Experience (years):

The term experience refers to the time duration or longevity of continuous and consistent employment the respective job. Therefore, in the present study experience in completed year is also given an importance and response is received from the respondent workers which is summarized in Table .3.

Table 3: Distribution of workers according to Experience (yrs)

Sr.No.	Experience(years)	Number of Workers	Percentage
1	1-5	96	18.36
2	5-10	226	43.21
3	10-15	123	23.51
4	15 & above	78	14.92
5	Total	523	100

Source: Primary Data

From Table 3 it can be noted that 43.21 percent and 23.51 percent workers have experience of 5-10 years and 10-15 years respectively. Whereas, less experienced (1-5 years) and higher experience (15 years and above) are 18.36 percent and 14.92 percent respectively. It means almost two-third workers have experience of 5-15 years, whereas overall one third worker shows either less experience or high experience. Here it was noted that workers did not have experience of different companies, they only have experience of one or two organizations, reason also was known that the fear of unemployment and downsizing if any problem occurs in the organization. The data in Table 3 is presented by vertical bar chart in Figure 3.

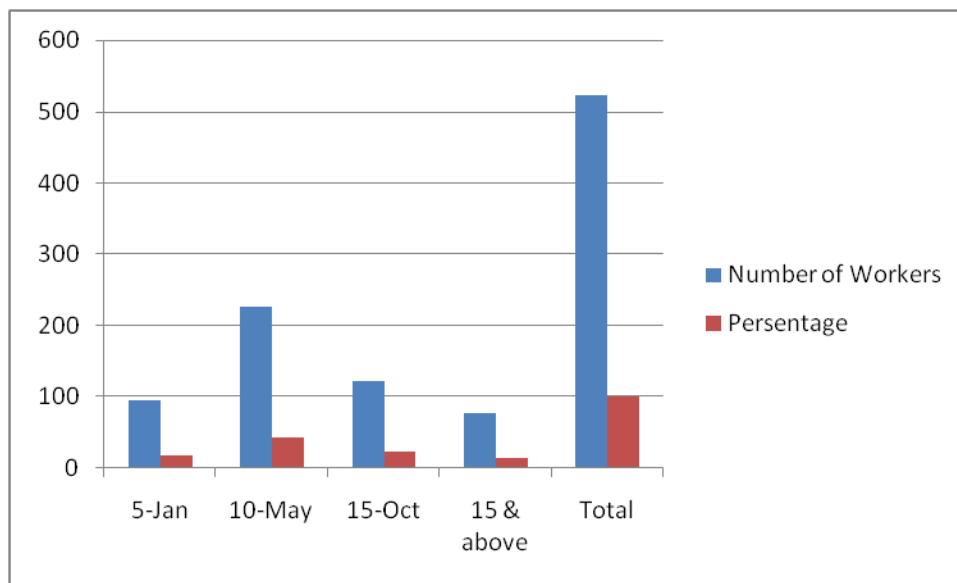


Figure 3: Distribution of workers according to experiences (years)

Conclusion about demographic attributes: About demographic attributes of workers it can be concluded that high percentage of workers,

Belongs to age group 25-35

Are Higher

Have experience of 5-10 years

Recruitment Promotion and Training:

This section deals with the data collected from respondents mentioning their experience or perception about recruitment promotion and training.

Source of recruitment news:

Every organization depending upon the post required qualification, experience, play the advertisement in different forms so that a large mass of population will get information about requirement, thereby many aspirants may apply for the post and hence the most suitable candidate is available for the selection. Sometimes advertisement is given in nationally reputed newspapers, weekly or fortnightly publications. There are few publications specially devoted for job opportunities where organization have another option of giving the necessary publicity. In today's ICT era there are many websites and social media sites available for broadcasting the news on possible recruitment and career opportunities. Therefore, taking into account the importance of source of recruitment news, a question was put up and response is received from workers which is tabulated in Table 4

Table 4: Distribution of workers according to source of recruitment to the present job

Sr.No.	Sources of recruitment	Number of Workers	Percentage
1	Notice Board	96	18.36
2	Advertisement	226	43.21
3	Co-worker	78	14.92
4	Contractor	123	23.81
	Total	523	100

Source: Primary Data

From Table 4 it is observed that the worker is recruited through advertisement in news papers. A large number of workers (23.81 %) are presently recruited through contractor, whereas on the basis of recommendations of co-workers 14.92 percent means one third workers are recruited. Only 18.36 percent workers are recruited through the display on notice board outside the campus of industry, usually at the entrance gate. Hence, appointing workers through contractor is the major recruitment policy in manufacturing industries. The summary shown in Table 4 is also shown by pie chart in Figure 4

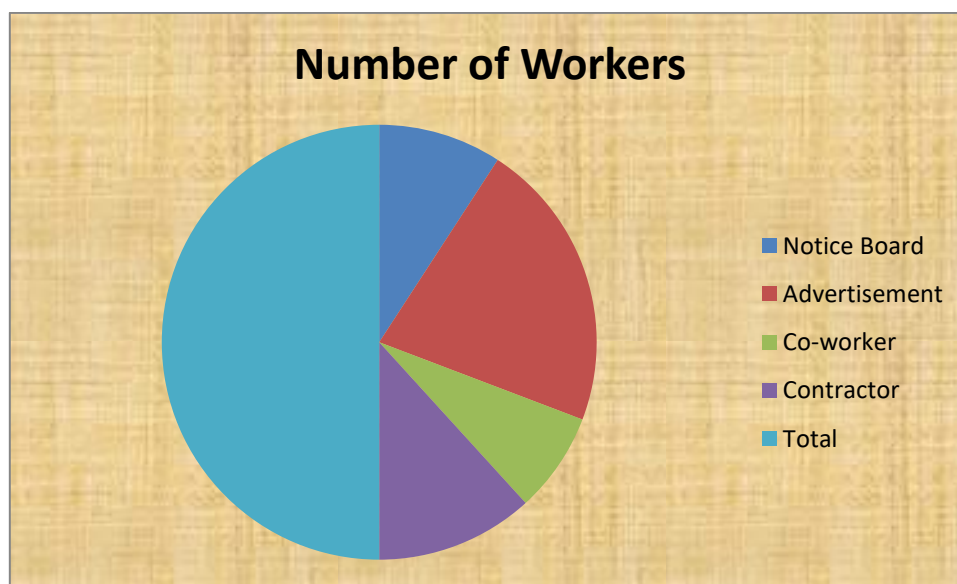


Figure 4: Distribution of workers according to source of recruitment

Nature of recruitment:

In almost all recruitments nature of recruitment is one of the important consideration because permanent type of recruitment brings out long term liability irrespective of output and efficiency. At the same time temporary type of recruitment also creates a pressure of instability in employee. In some cases organization may have to face problems relating to strike, lay off and union. A new trend of appointment through contractor is emerged out to solve the problems associated with recruitment. Thus it is clear that nature of recruitment is one of the key aspect and hence data is collected from responding workers and is summarized in Table 5.

Table 5: Distribution of workers according to nature of recruitment

Sr.No.	Nature of recruitment	Number of Workers	Percentage
1	Permanent	96	18.36
2	Temporary for specific period	123	23.51
3	Permanently Temporary	226	43.21
4	Seasonal	78	14.92
	Total	523	100

Source: Primary Data

From Table 5 it is seen that permanently recruited and seasonally appointed workers are nearly same 18.36 percent and 14.92 percent respectively. About one-fifth (43.21 %) workers are recruited permanently on temporary basis, whereas, a large group of workers (23.51 %) is appointed temporary for specific period. Thus, it can be concluded that recruitment for specific period on temporary basis is the common nature of recruitment. This is common feature because owners fear that workers will demand more and more every time and for the sake of this reason they want that pressure should be there on workers always. The data in Table 5 is also shown by vertical bar diagram in Figure 5.

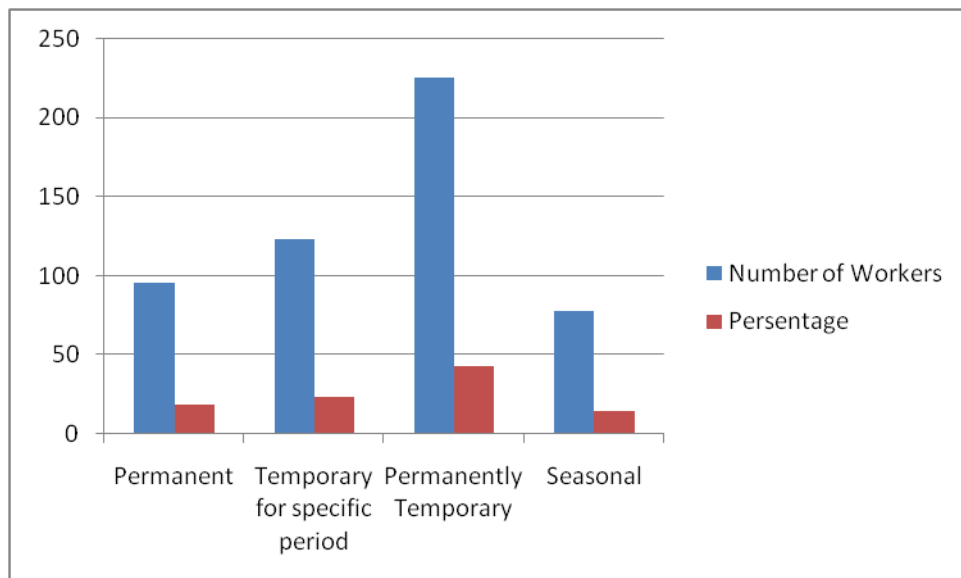


Figure 5: Percent distribution of workers according to nature of recruitment

Factor Analysis of nature of recruitment:

In order to investigate the importance of different nature of recruitment the technique of factor analysis is applied. The results of factor analysis are presented in Table 6

Table 6: Factor analysis of nature of recruitment

Sr.No.	Nature of recruitment	F1	F2	F3
1	Permanent	-	0.69	-
2	Temporary for specific period	0.732	-	-
3	Permanently Temporary	0.659	-	-
4	Seasonal	-	-	0.532
	Variation	0.52	0.18	0.08

Source: Primary Data

From Table 6 it is observed that different natures of recruitments are factorized in to three factors. The first factor F1 includes temporary type of recruitment and it has highest importance. It is further seen that permanent type of recruitment has second priority whereas, seasonal recruitment is a last option. The values of variation in Table 6 indicates that if 523 workers are recruited then out of them 52 are on temporary basis, 18 are on permanent basis and 8 are on seasonal basis. Here remaining 22 workers are appointed on either hourly basis or on daily wages.

Period of Training Received :

Every recruited fresher either in technical, non-technical or even in administrative positions require a job instruction training (JIT). Training is essential to understand the scope of job, different procedures, methods, legal aspects, documentation and many other facets of the respective responsibilities of the post. The duration of training is another important consideration in training. For the improvement in efficiency and quality output training is essential even to workers also. Since training is important attribute in human resource development, in the present study information is collected from respondent workers about the duration of training received to them and the data is presented in Table 7.

Table 7: Distribution of workers according to training received

Sr.No.	Trainings Received	Number of Workers	Percentage
1	3 Week	54	10.04
2	6 Month	96	14.92
3	1 Year	110	43.47
4	No Traning	263	23.51
	Total	523	100

Source: Primary Data

From Table 7 it is observed that majority (23.51 %) of workers do not receive any training. Further, the percentages of workers receiving training of one year are 43.47, whereas only 10.04 percent workers received the training of 3 weeks. The pathetic situation about training may be either workers are appointed on temporary basis or appointed workers are experienced or job assigned to workers may not need formal training. The data in Table 6 is presented diagrammatically using vertical bar diagram in Figure 6.

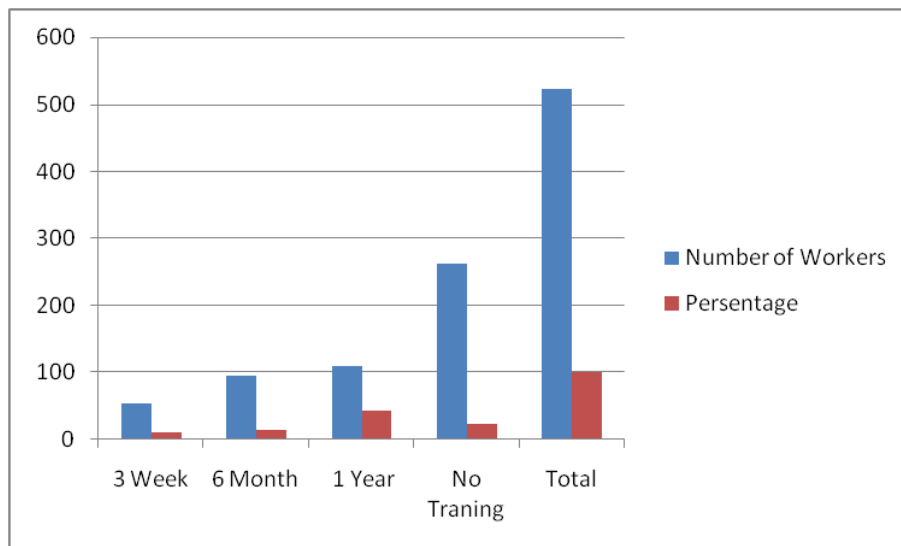


Figure 6: Percentage distribution of workers according to training received

Number of Training Programs Completed:

Training is a continuous and regular activity to keep employees updated with the current practices and therefore employee may have to undergo many more training programs during their service period. In the present study care has been taken to collect the data on number of training programs completed by the respondent workers. The collected data is presented in Table 7.

Table 7: Distribution of workers according to training program completed

Sr.No.	Number of Trainings Completed	Number of Workers	Percentage
1	Zero	118	22.56
2	One	110	21.04
3	Two	95	18.16
4	Three	65	12.43
5	Four	54	10.04
6	Five	45	08.60
7	More than Five	36	06.88
	Total	523	100

Source: Primary Data

From Table 7 it is observed that 22 percent of the workers did not attend even a single training program.. One training program is completed by 21.04 percent workers and two by 18.16. The number of workers completing zero, one or two training programs are approximately in the ratio 5:4:1, means out of every ten workers five did not attend any training program, four completed one training program and only one worker undergone two training program. The data in table 7 is also shown diagrammatically by vertical bar diagram in Figure 7

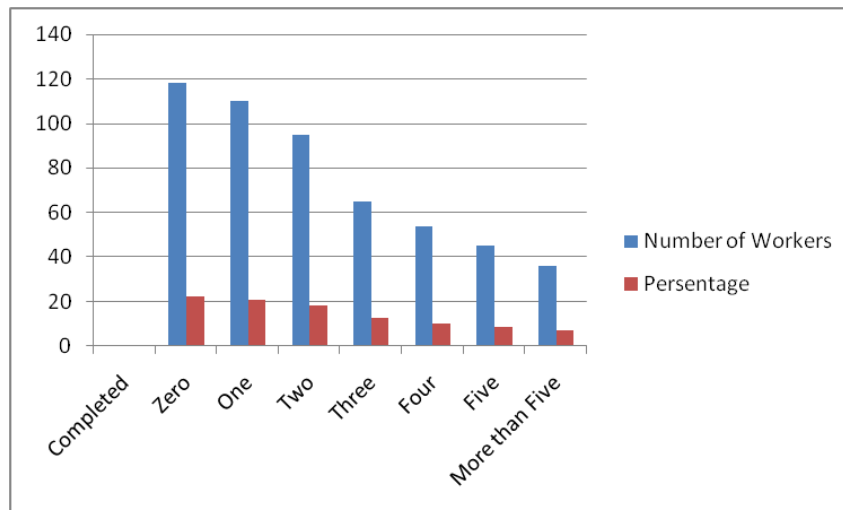


Figure 7: Percentage distribution of workers according to training program completed

Frequency of training:

As it is known that training is essential continuous and hopefully regular activity. Therefore it is expected that training should be organized after a certain specific period. In the present study an attempt is made to understand the scenario about frequency of training. In the primary data collected through questionnaire perceptions of workers regarding frequency of training is collected and is presented in table 7.

Table 8: Distribution of workers about perception regarding frequency of training

Sr.No.	Trainings Received	Number of Workers	Percentage
1	Once in year	118	22.56
2	Once in 2 year	55	21.04
3	Once in 3 year	65	12.43
4	As and when required	146	27.91
5	No response	147	28.10
	Total	523	100

Source: Primary Data

From Table 8 it is observed that nearly 28 percent workers did not give their opinion about the frequency of training. According to 27 percent respondent workers training is arranged as and when required, it means there is no regularity in training. Further, it can be concluded that training is organized once in a year as perceived by 22 percent workers and once in a 2 year as perceived by 21 percent workers. The units especially where 50 or more workers are working and they are engaged in multitasking they need to be trained and this should become a continuous activity, which is also good for health of organization. The data in table 8 is also shown by vertical bar diagram in Figure 8.

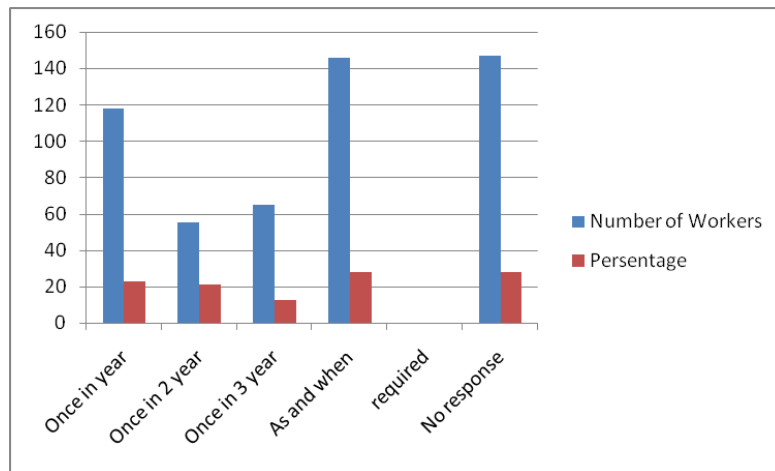


Figure 8: Distribution of workers about perception regarding frequency of training.

Usefulness of training:

Training is useful in number of ways. It has capacity to improve the efficiency and quality of production. Further, with proper training production can be increased and production time can also be decrease. Therefore, it is found to be important to understand the opinion of workers about usefulness of training. Hence in the present study through questionnaire data on workers opinion about training is received and is summarized in Table 9

Table 9: Distribution of workers according to Usefulness of training

Sr. No.	Usefulness of training	Number of Workers	Percentage
1	Increasing productivity	118	22.56
2	Increasing efficiency	146	27.91
3	Improving quality	147	28.10
4	No response	112	21.41
	Total	523	100

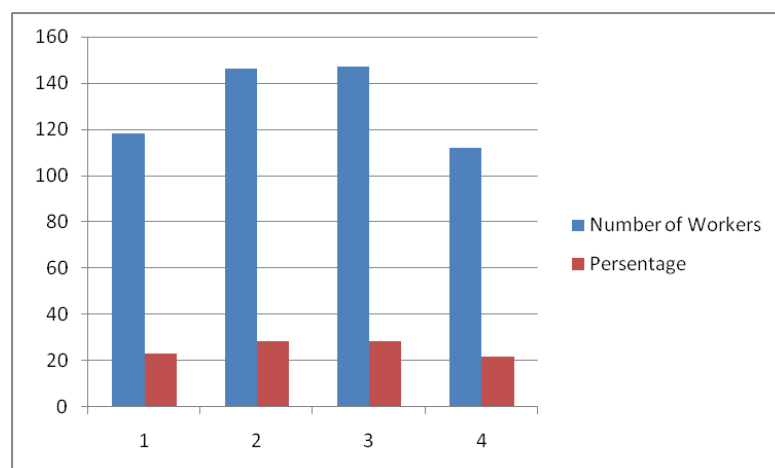


Figure 9: Percentage distribution of workers according to Usefulness of training

Present Promotion Policy:

During the service tenure of every employee promotion is one of the important pathway towards career development. Timely and legitimate promotion increases are confidence of employees. Proper promotion policy if implemented then employees devoted in their work and give rise to quality and productivity. Apart from monetary benefits promotion carries responsibility and hence employees become more responsible. Hence promotion is important aspects and therefore, in the present study a care has been taken to understand the present promotion policy. For this through questionnaire data from respondent workers is received and is summarized in Table 10

Table 10: Distribution of workers according to present promotion policy Wages welfare and working conditions

Sr.No.	Present Promotion policy	Number of Workers	Percentage
1	Consistency in target completion	147	28.10
2	Seniority	258	49.33
3	Achievement in sport	118	22.56
	Total	523	100

Source: Primary Data

From the Table 10 it is seen that seniority is the important criterion for promotion as perceived by nearly 49 percent workers. Since present study is based on manufacturing units, target completion is one of the criterion designed for promotion and it is expressed by 28.10 percent workers. Achievement in sports is third promotion criterion which is designed to promote sports activity and bring renowned sportsman on the role of company. But this criteria of promotion is admitted by only 22.56 percent workers. Majority of manufacturing units want to play safe and give promotion based on seniority because they fear that if other criterias are promoted, there may be backlash from the present lot, eventually hampering the work. Data in table 10 is also shown by pie chart in Figure 10

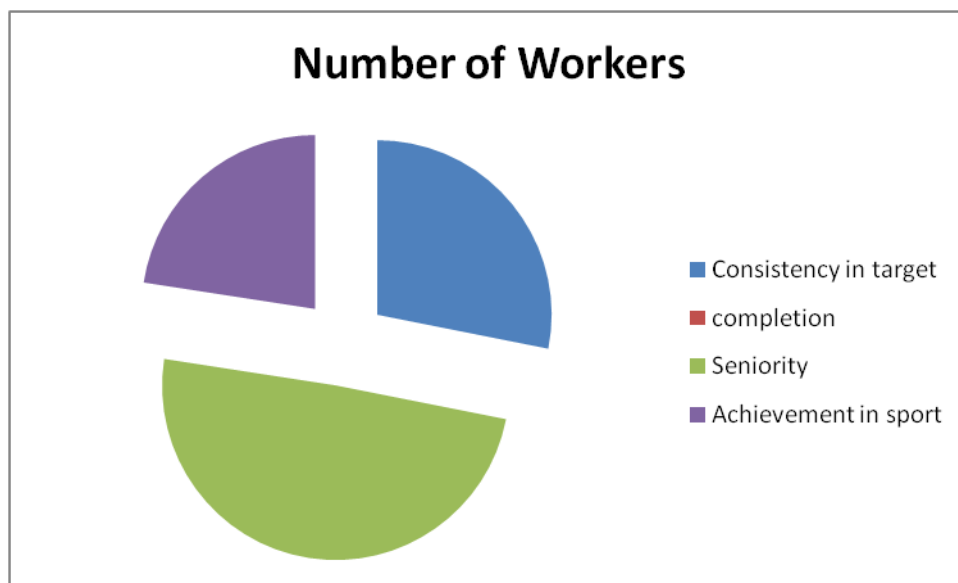


Figure 10: Percent distribution of workers according to present promotion policy

Conclusion about recruitment promotion and training:

About nine different questions were given in the questionnaire. The analysis of data received on these nine questions is presented in all section. Finally about recruitment, promotion and training following conclusions can be drawn.

Contractor is the major source of recruitment Temporary recruitment of workers is the major common policy About half of the workers without any experience are recruited Staff recommendation plays major role in recruitment procedure Half of the workers did not received any kind of training Slightly less than half of the workers received the training of one week Training is not regular activity but it is arranged as and when required By and large training improves production capacity The seniority is the main promotion criterion

Wages, Welfare and Working Conditions:

Job satisfaction is very important for devotion and engagement. Organizational health is mainly based on job satisfaction of the employees engaged in the organization. The wages received by the workers to fulfill his/her family needs is one of the dimensions of job satisfaction. Welfare of an employee and hence his/her family is one more attribute of job satisfaction. Working condition includes environment which is also one of the important aspect of job satisfaction. This section deals with the analysis of data about wages welfare and working conditions.

Monthly gross salary (Rs.) :

The data about monthly gross salary received by workers is collected from them so as to understand the income pattern of worker as a specific group.

The collected data is summarized in Table 11

Table 11: Distribution of workers according to present monthly gross salary (Rs.).

Sr.No.	Monthly gross salary	Number of Workers	Percentage
1	Less than 5000	76	14.53
2	5000 to 10,000	152	29.06
3	10,000 to 20,000	210	40.15
4	20,000 & above	85	16.25
	Total	523	100

Source: Primary Data

From Table 11 it is seen that 40.15 percent respondent workers receive the monthly gross salary in the range Rs. 10,000 to Rs 20,000.. The percentage of workers receiving the monthly gross salary in the range 5000 to 10,000 and 20,000 and more are nearly same, 29.06 percent and 16.25 percent respectively. The percentage of workers receiving salary 5000 is 14.53 percent. The precarious conditions of workers as regards receiving of monthly salary raises a question mark whether the minimum wages act is followed or not, similarly there can be only reason if the worker takes weekly holiday and remain only reason if the worker takes weekly holiday and remain absent such a low monthly salary be receive after deduction. The data in table 4.15 is presented graphically by income curve

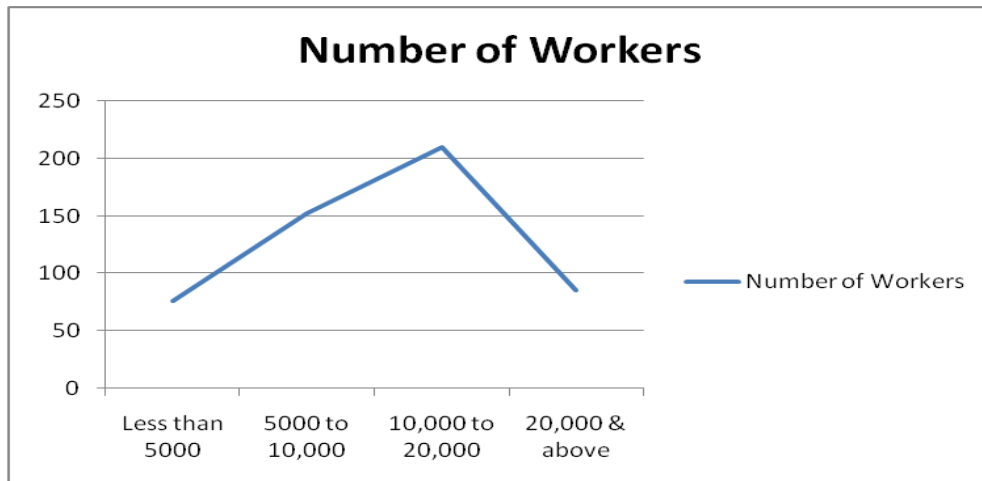


Figure 11: Graph of monthly gross salary (Rs.)

Deductions from Monthly Salary:

When an employee of any designation from any organization receives salary then he or she is eligible for some deductions. There are few government mandatory deductions like provident fund, professional tax, service tax, income tax. Some deductions are due to employees choice such as insurance, society and loan. Apart from these two types of deductions third category is contribution towards facility availed like canteen, traveling, tea club etc. The type and nature of deduction depends upon designation, organization and corresponding act and rule. The data about the deductions applicable to workers is received from them and it is summarized in Table 12

Table 12: Number of workers according to deductions from monthly salary.

Sr.No.	Deductions from monthly salary	Number of workers (out of 523)	Percentage
1	Provident Fund (PF)	445	85.08
2	Professional tax (PT)	455	86.99
3	Service Tax	390	74.56
4	Insurance	455	86.99
5	Society	76	14.53
6	Loan	53	10.13
7	Canteen	353	67.49
8	Traveling	25	04.78
9	Other if any pl specify	-	-

From Table 12 it is observed that Provident Fund, Professional Tax and Service Tax is deducted from monthly salary of 85.08, 86.99 and 74.56 percent workers. Further, Insurance is deducted from 86.99 percent workers, whereas Society and Loan deductions are eligible to 14.53 & 10.13 percent workers. Canteen facility is availed by 67.49 percent workers whereas, traveling facility is availed by 04.79 percent workers. Hence in short PF, PT Service Tax and canteen deductions are applicable to nearly 3/4th of workers. The laws regarding payment and temporary employees are mostly followed, workers emphasized that more and more workers be brought into the temporary fold and the system of contractor be reduced so that they received enhanced payment montly. The data in Table 12 is also shown in horizontal bar diagram in Figure 12

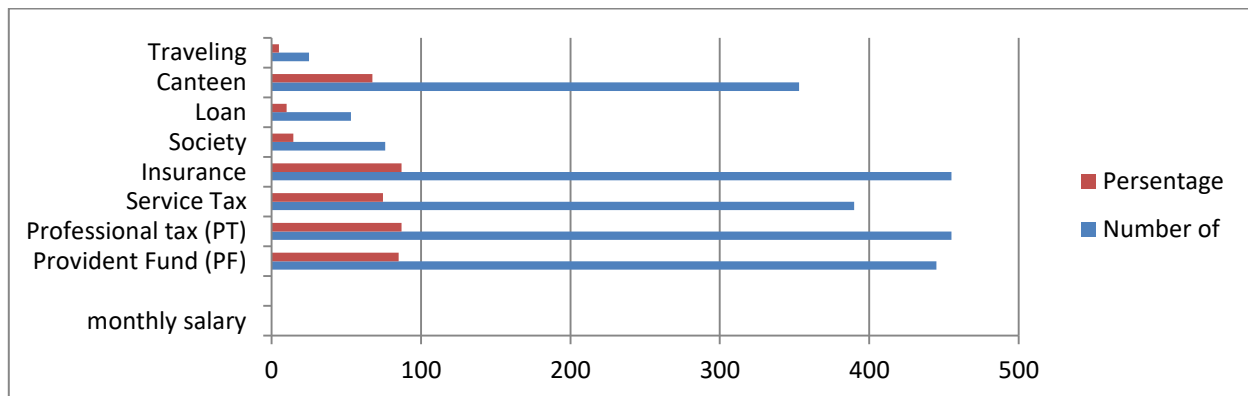


Figure 12: Percentage of workers according to deductions from monthly salary

Type of leave :

Leave is a one of the important consideration in service condition and environment. An employee of any post is a first of all human being and in life he is subjected to risk, illness, need to travel, family responsibility, organization of events, maternity, higher studies, visits to abroad and many other reasons therefore, different acts and rules. In general casual leave, medical leave, maternity leave, and earn leave are most common. Apart from these leaves there are other type of leaves also such as study leave, duty leave, lien, special leave, half pay leave, without pay leave. In the present study in order to understand the nature of leaves eligible to workers, the data from workers is collected and is presented in Table 13.

Table 13: Distribution of workers according to eligible type of leave

Sr.No.	Type of leave	Number of workers getting leave facility (out of 523)	Percentage
1	Casual leave	152	29.06
2	Earn leave	76	14.53
3	Medical leave	21	04.01
4	Maternity leave	5	00.09

Source: Primary Data

From Table 13 it is observed that to 29.06 percent workers are availing casual leave, whereas, 14.53 percent group of workers each avail earn leave and medical leave. Only 00.09 percent workers avail maternity leave, this is because proportion of female workers is only 5 percent. Hence in general, less than half of the workers avails casual leave, one in ten workers avail earn leave/ medical leave, whereas, three in hundred availed maternity leave. T Leave rules are no permanent and semi permanent employees, since percentage of permanent employees is less than 50%. The results are also same. Temporary employees are only admissible for weekly off. he data in Table 13 is presented graphically using vertical bar diagram.

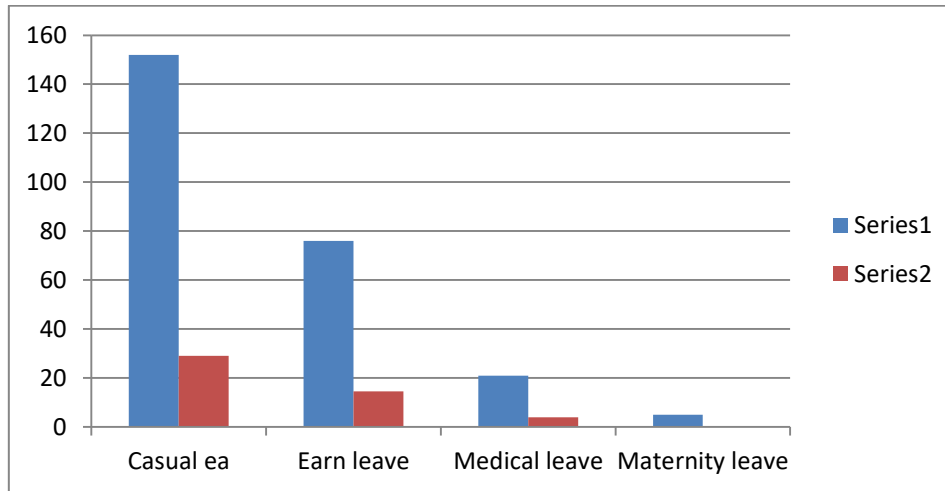


Figure 13: Distribution of workers according to eligible type of leave

Satisfaction of workers about facilities provided by company:

The facilities like Provident Fund, Medical, Canteen, Recreation & Sports, Traveling, Accommodation, Uniform & Shoes etc. may be provided in many companies. Providing facilities to workers may form a part of service condition and because it helps to maintain health, security, future, stress management and also work life balance. The data about facilities provided by the respective companies to workers is collected through questionnaire and is summarized in Table 14.

Table 14: Distribution of workers according to facilities provided by company and its satisfaction

Sr.No.	Facilities	Number of satisfied workers (out of 523)	Percentage
1	Provident Fund (PF)	445	85.08
2	Professional tax (PT)	53	10.13
3	Recreation and Sports	54	10.32
4	Accommodation	78	14.91
5	Uniform & Shoes	453	86.61
6	Accidental benefit	253	48.37
7	Canteen	353	67.49
8	Traveling	25	04.78
9	Other if any pl specify	-	-

From the Table 14 it is observed that 86.61 percent of the workers are satisfied with the facility of Uniform & Shoes. The percentage of satisfaction of workers with the facilities like Provident Fund, Medical, Canteen, Recreation & Sports, Traveling, Accommodation, Accidental benefit is 85.08, 10.32, 04.78, 14.91, 10.13, 32.80, 48.37 respectively. Hence in general more than 50 percent workers are satisfied with the facilities like Uniform & Shoes, Provident Fund and canteen. Since PF, Travelling & Accidental benefit is applicable to all. The Permanent and Temporary employees not much was said about it, but certainly canteen, recreation uniform and on the job facilities need to be upgraded in Manufacturing units The data in Table 14 is presented graphically using vertical bar diagram in Figure 14.

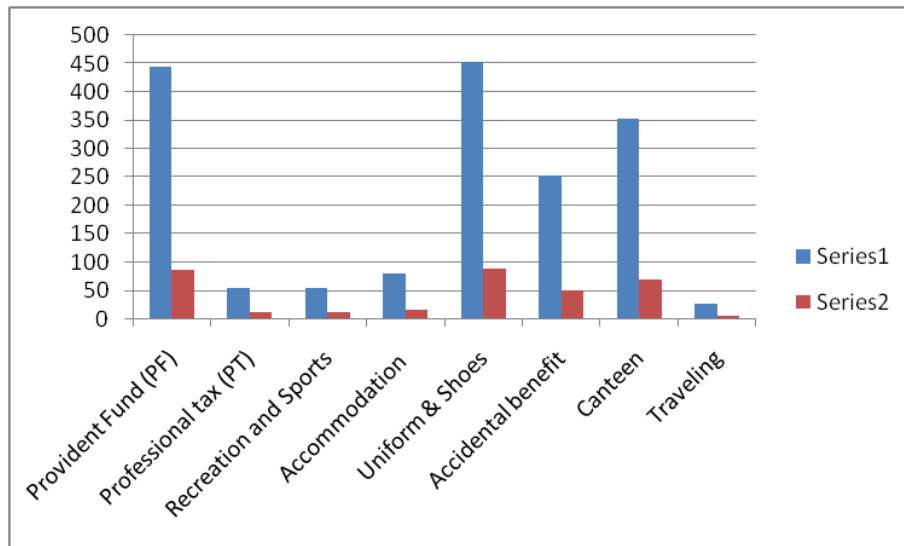


Figure 14: Percentage distribution of workers according to facilities provided by company and its satisfaction

Cluster analysis of satisfaction of facilities provided:

Considering the similarity of opinions about satisfaction of eight different facilities provided by the company, they are divided in to different clusters. Applying cluster analysis it has been found that facilities provided with regards to its satisfaction can be clustered into four clusters. The first cluster C1 includes Medical, Traveling and Accidental benefits. The second cluster C2 includes only accommodation, whereas, third cluster C3 includes canteen, Recreation & Sports and Uniform & Shoes. Lastly the fourth cluster C4 includes only provident fund. Thus it can be concluded that first cluster C1 includes those facilities which one needs to avail occasionally or rarely. The second cluster C2 includes one of the essential needs out of food, shelter and clothing. Third cluster C3 includes facilities related to health, entertainment and security. Lastly fourth cluster C4 includes about future provision.

Satisfaction about the social security measures provided by the Management.

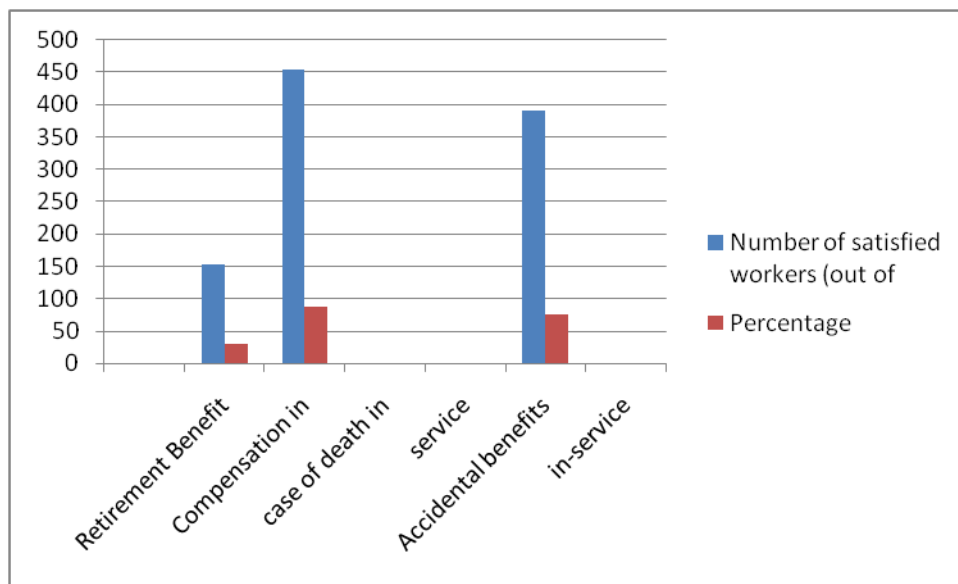
The company is providing social security measures like retirement benefit, compensation in case of death in service, accidental benefits inservice. The level of these facilities/ benefits may vary from company to company or case to case. But in general the overall impression of workers about the satisfaction of such benefits either received to them or to their colleagues is the issue of study through the information received from respondent workers. The data collected through questionnaire is presented in table 15.

Table 15: Distribution of workers according to social security measures provided by the Management

Sr.No.	Social security measures	Number of satisfied workers (out of 523)	Percentage
1	Retirement Benefit	152	29.06
2	Compensation in case of death in service	455	86.99
3	Accidental benefits in-service	390	74.56
4	Other if any pl specify	-	-

From table 15 it is observed that 29.06 percent workers are satisfied retirement benefits whereas, only 86.99 percent and 74.56 percent workers are satisfied about the benefit of compensation in case of death in service and accidental benefits in service respectively. As percentage of satisfied workers are medium, which is a very small fraction, it may be because most of the workers are on temporary basis or through contractor. Contracted workers whether they are insured conveyed their ignorance and since the facilities are lacking the manufacturing industries need to upgrade according to factories act and provide minimum support to all as regards health, safety and welfare to workers in Manufacturing Industries.

The data in table 15 is also shown by vertical bar diagram in figure 15.



Conclusion about wages welfare and working conditions:

The analysis of data about wages, welfare and working conditions is described in Tables, along with diagrammatic representation of the respective tables. In short summary of conclusions or highlights regarding wages, welfare and working condition is mentioned below.

- Monthly salary of 45 Percent workers are more than 10,000 per month
- On an average worker receives Rs. 600 to Rs. 800 per day.
- Monthly gross salary data shows that Mean < Median < Mode it indicates that monthly gross salary is negatively skewed.
- The deductions of Provident Fund, Professional Tax, Service Tax and canteen are applicable to nearly 3/4th of workers..
- Less than half of the workers avails casual leave, one in ten workers avail earn leave/ medical leave, whereas, three in hundred avail maternity leave.
- More than 50 percent workers are satisfied with the facilities like Uniform & Shoes, Provident Fund and canteen.
- The facilities provided are divided in to four clusters, first cluster C1 includes those facilities which one needs to avail occasionally or rarely. The second cluster C2 includes one of the essential needs out of food, shelter and clothing. Third cluster C3 includes facilities related to health, entertainment and security. Lastly fourth cluster C4 includes about future provision.
- The company provides three types of social security viz; retirement benefit, the benefit of compensation in case of death in service and accidental benefits in service, about which workers are in general not satisfied.
- Nature of service conditions and satisfaction about it are stron associated.
- The causes of low level of engagement are ill satisfaction about the salary, wages, working and service conditions and social security.
- A large number of workers in manufacturing industries are not satisfied with the salary and wages.
- The 75 percent means ¾ th workers are not happy about the social status receiving to them.
- Overall only 5.60 percent workers admitted that they have friendly relation with both supervisor and colleague. The percentage of workers showing either suspicious or isolated relation with either or is almost zero.
- There is no association or dependence between the relationship of worker with colleagues and suppliers.

5. CONCLUSION

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- There is no association or dependence between the relationship of worker with colleagues and suppliers.

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