

# The Impact of Human Resource Management on Employee satisfaction - Through an Intervention Approach -with reference to Food Processing Industry

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## ABSTRACT

The food processing industry is an important segment of industries in India and has its own peculiarities like other industries. Because food is a sensitive commodity and is one of the basic necessities of human lives, it directly affects human health and safety. It therefore, calls for special care in handling right from raw materials through processing and packing and transport to the consumption point. The production and processing of food have been the traditional occupations of the countrymen from time immemorial. An organization's HR is fragile, relationships are delicate, contributions are unpredictable and stability is uncertain. Thus, it provides a great challenge and opportunity to the organization Government of India, as part of its national agenda to promote growth, increase in efficiency and international competitiveness, has been continuously framing policies for industrial growth, fiscal, trade and foreign investment to achieve overall socio-economic development of the country. Indian manufacturing industry is one of the largest industries in the world. The need to raise the global competitiveness of the Indian manufacturing sector is imperative for the country's long term-growth. The National Manufacturing Policy is by far the most comprehensive and significant policy initiative taken by the Government. The aim of the paper is to study the Human Resource Practices followed at HR practices of Andhra Pradesh Food and Priya Foods companies in Hyderabad, which is currently considered as the top companies in Food processing Industry from public and private sector respectively. Hence, studying HR practices was undertaken to assess whether the practices are going along with changing times. The satisfaction level of the employees were identified and intervention program was conducted for dissatisfied employees and communicated through special lectures related to Work-Life balance, peace, stress management, etc.,

**Key words:** *Government of India, Indian manufacturing industry, International Competitiveness, Intervention Program, Socio-Economic Development, Stress Management Work-Life Balance.*

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## I. INTRODUCTION

The HR function has emerged as one of the most important areas of organizational practice. It has not been developed in isolation but rather in the context of industrial change and economic development. The uniqueness of HR requires a totally different kind of attention from management. An organization's HR is fragile, relationships are delicate, contributions are unpredictable and

stability is uncertain. Thus, it provides a great challenge and opportunity to the organization (Youndt 2000).

Government of India, as part of its national agenda to promote growth, increase in efficiency and international competitiveness, has been continuously framing policies for industrial growth, fiscal, trade and foreign investment to achieve overall socio-economic development of the country. The Public Sector emerged as the driver of economic growth consequent to the industrial revolution. With the advent of globalization, the public sector faced new challenges in the developing economies. No longer the public sector had the privilege of operating in a seller's market, but had to face competition both from domestic and international competitors (Kerry Brown,2012).

India's food processing sector is one of the largest in the world and its output is expected to reach \$ 535 Bn by 2025-26. Food processing has an important role to play in linking Indian farmers to consumers in the domestic and international markets. The Ministry of Food Processing Industries (MoFPI) is making all efforts to encourage investments across the value chain. The industry engages approximately 1.93 mn people in around 39,748 registered units with fixed capital of \$32.75 bn and aggregate output of around \$158.69 bn. Major industries constituting the food processing industry are grains, sugar, edible oils, beverages and dairy products.

Govt of India further sanctioned over 134 food processing projects during 2020 across different states. Out of which there were 21 Agro-Processing Clusters, 47 Cold Chain, 43 Food processing unit, 8 Backward and Forward Linkages, 3 Operation Greens and 12 Food Testing Laboratories across various states. Moreover, this is going to create additional processing and preservation capacity of agricultural produce of 38.3 lakh MT per annum. These new 134 sanctioned projects are expected to leverage private investment of INR 2,026.32 cr and generated direct and indirect employment for 77,330 persons.

A.P. Foods is formed for the purpose of supplying Nutritious food to school and pre-school children and lactating women under the State Government's social welfare programmes with a view to improving the nutritional status of vulnerable sections of the lower income groups. Priya Foods was started in 1980 and it is a part of Ramoji Group. Priya Foods is one of the biggest exporters of packaged foods and it is also one of the rapidly growing Food Brand- FMCG in India. The various products of the company are instant mixes, edible oils, mango pulp, masala pastes, culinary pastes, spice and masala powders, papads, and traditional powders.

To succeed in achieving the ambition of coming out of the current situation in a better position than before, food manufacturing companies must be ready to negotiate some unprecedented HR challenges:

- employee safety
- staying competitive
- leveraging HR tech
- coping with change and unpredictability

### **1.1. Review of Literature**

The importance of HR as a source of competitive advantage in recent years, human resources have been recognized as an important as an important source of sustained competitive advantage. Much

of the research has been done to a large extent on human resources and also theoretical and empirical work has been grounded in the resource-based view (RBV) of the firm (Barney 1986, 1991, 1995). This theory maintains that in order to develop a sustainable competitive advantage, organization must create resource in a manner that is rare, non-imitable, and non-substitutable [Barney(1986,1991,1995) Pfeffer(1994), Snell, Youndt and Wright(1996) and Mc Mahan(1992)] have argued that because the resources that have historically provided organizations with competitive advantage are easily and rapidly imitated, the human resources of the organizations may be an extremely important source of sustainable competitive advantage.

Human resources is not easily replaced, though short term substitutes may be found, it is unlikely that they will result in a sustainable competitive advantage like the one provided by human resources. The organizations may not obtain the maximum ability from their employees because the employees are not contributing to their fullest potential. It was argued that organizations, through the effects of the HRM practices could maximize the knowledge, skills and abilities of employees. The focus of the overall research, then, is to examine the contribution of HRM practices and its impact on employees' satisfaction to the performance of the organization (Barney, 1991).

Two major themes emerge in the HR research. First, the current studies tend to adopt a systems approach. The focus is moved away from separate HRM practices and employee performance to a more macro focus on the overall complementary set of HRM practices and firm performance. HR is moving away from its traditional micro focused role towards a macro strategic paradigm, linking HR and business strategies. The strategic perspective HRM examines the "fit" between various HRM practices and the companies business strategies ( Delery, 1998). Organizations are simultaneously seeking external fit between the HR function and organization strategy, at the same time achieving an internal fit among individual HR practices.

The second theme is HRM control systems (Snell, 1992), organizations increasingly transforming from controlling employees to eliciting commitment from employees (Pil & Mac Duffie,1996) under the control-based culture, HR is focused on administrative aspects and union issues. Training is viewed as expenses to be minimized, not as investments; communication was mostly top-down; rewards were based on fixed guidelines; and there was little employee involvement. HR practices were standardized and reactive. In contrast, high-involvement, commitment based culture, utilized cross-functional teams and employee involvement. (Bae & Lawler, 2000) Involvement-enhancing HR incentives include highly selective staffing, extensive training, empowerment, performance based pay and broad job design. Other HR initiatives included, information sharing and provision of communication channels, lifelong learning, extensive benefits, formal dispute resolution procedures, training and re-training instead of redundancies during the period of economic crisis. Such trend signifies a shift away from employee control and toward emphasis on employee commitment.

The last two decades have witnessed considerable experimentation and research on innovative work practices such as high involvement workplace, cross-training and flexible job

assignments and self directed work teams (Farias, Gerard & Varma, 1998). Existing literature have demonstrated the presence or absence of High Performance Work Systems(HPWS) and other types of high investment HR systems can have a significant effect on employee attitudes, behavior and firm performance(Huselid,1995). The underline premise of High Performance Work Systems (HPWS) is to create an environment that fosters commitment toward the long term well being and development of the organizations employees.

In the following pages overall HR practices have been grouped into five themes for the sake of clarity and specificity. The five themes are (a) Human Resource Planning, (b) Recruitment and Selection, (c) Training and Development, (d) Performance Management System and (e) Compensation and Recognition. As the researcher felt these themes are critical to HR practices, research studies related to the same have been explored and presented. The present studies undertaken with these five themes as a focal issue of HR Practices in the leading organizations of both the public and private sectors.

### **1.2 Significance of the Study**

- HR practices acquire special meaning in the organizations, as it is a manpower intensive industry. So, the quality of services rendered and their objectives in achieving the socio-economic goals are highly dependent on the employees.
- HRM in the public sector will exhibit a range of differences to that of private sector.
- Time is opportune for both private and public sector organizations to have some introspection on their HR practices right from recruitment to training facilities and social security measures to remuneration packages for their employees.

### **1.3 Human Resource Practices in Different Sectors**

Today, both the sectors of public & private have become an integral part of the economy. There may not be much difference in working of these sectors in advanced countries, but in developing countries, the performance of Public Sector has considerable scope for improvement. It is also observed that Pay packages are almost similar in both sectors in developed countries, but large differences exist in remuneration in the two sectors in developing countries, like India.

An attempt is made here in the following pages to describe the public and private sector organizations of which the HR practices became the special focus of the investigation.

## **II. RESEARCH METHODOLOGY**

### **2.1 Rationale**

**The researcher has undertaken the present research for the following reasons.**

- In the observation of the researcher whose been part of human resource of an private organization has seen and felt the impact of globalization in day to day activities. Changing the work style and expectations from the organization was inevitable. This was the situation where employees of organizations such as banking, telecom, IT, etc.,

- Yet another reason to study the HR practices was because of globalization there has been migration, heavy trafficking across seas and continents with continuous communication, which resulted in human beings getting placed in different countries with different climates, different cultures, different lifestyles etc. Hence, studying HR practices was undertaken to assess whether the practices are going along with changing times.

## 2.2 Statement of the Problem

How the HR practices are prevailing in the public and private sector organizations and to find out whether it has an impact on employee satisfaction?

## 2.3 Objectives

1. To study the HR practices of selected public and private companies in general in India.
2. To compare the HR practices of selected public and private companies of Food processing Industries – Andhra Pradesh Food and Priya Foods in Hyderabad.
3. To study the impact of HR practices on employee satisfaction and identify the employees who are experiencing low satisfaction in HR practices in their respective organizations.
4. A suitable Intervention programme would be planned and conducted to create knowledge/information and to address low level of satisfaction, if any.

## 2.4 Hypotheses

Hypothesis for the first objective is not framed as it involves enumeration of the key features of public and private sector in general in India.

1. **Ho:** There is no significant difference between the HR practices of public and private companies.
2. **Ho:** There is no impact of HR Practices on employee satisfaction of selected companies.
3. **Ho:** Information on factors contributing to satisfaction in human life could help in understanding HR practices in a realistic manner.

## 2.5 Scope of the Study

The study is mainly concerned with the HR practices of selected public and private organizations in Andhra Pradesh and to examine the key factors which have an impact on the satisfaction level of the employees. The study focused mainly on

- Human Resource Planning
- Recruitment and Selection
- Performance Appraisal
- Training and Development
- Compensation and Retention strategies.

Even though, the study was initiated to cover all the branches in Telangana State of selected companies but it covered only twin cities i.e.,**Hyderabad**.

## 2.6 Research Design

Exploratory research was used for review of literature and pilot study. Descriptive research design was employed for data collection, data analysis and testing of research.

## 2.7 Sample selection

The research study aims to inspect and compare the HR Practices as perceived by the employees in AP Dairy Cooperative Federation Limited (APDDCFL) and Priya Foods companies in Hyderabad. The sample was selected based on stratified random sampling method of probability technique. Out of the total population, the sample has been selected based on the criteria given by the concerned HR department. The sample comprised of junior, middle and senior level managerial employees having more than two years of experience in the present organization in Hyderabad. The total population in Hyderabad is comprised of 1690 employees; ten percent of the total population was selected as the sample for the research that is 169 employees. The details of the sample are given in the following table.

**Table -1: showing the sample comprising of different levels of managers in Public and Private Organizations**

S.No	Sector	Name of the company	Total No. of employees	No. of Managerial employees	Sample drawn (10% of the population)
1	Public	AP Foods	700	500	50
2	Private	Priya Foods	1490	1190	119

The sample was selected based on the criteria as the organizations are ISO certified, Established by Indians and age of the companies are more than ten years.

## 2.9 Tools used

Interview schedule was prepared based on five themes and comprised of thirty one questions. The reliability of the interview schedule was calculated by using the coefficient alpha or Cronbach's alpha with the help of Statistical package for social science (SPSS) tool and the value of reliability co-efficient was found to be acceptable, that is  $r=.878$  which reveals high reliability rating of the questionnaire.

**Table -2: Case processing summary for questionnaire**

Cronboch's Alpha	No. of Items
.878	31



## 2.10 Procedure

For collecting data, the researcher visited offices of selected companies in Hyderabad. The investigator met each member personally, took their concern and administered interview schedule to junior, middle and senior managerial level employees having more than two years of experience in the present organization. The sample of 169 interview schedules were successfully administered. After identifying people with low on satisfaction, an appropriate intervention could be planned and administered. The responses to the interview schedules were tabulated and treated with statistical techniques such as chi-square, multiple response analysis, Mann-Whitney U Test, Krushal – Wallis Test and Garette ranking method.

## III. RESULTS AND DISCUSSIONS

### 3.1 Data Analysis

As mentioned in previous chapters, the data base has been collected through a designed and pre tested interview schedule, for 169 managers and their responses duly filled. The data base is found to be having several tangible and intangible data about the managers which has been carefully thought through to convert the data into information.

Data observation through pie diagrams/bar charts has been performed to understand the cumulative results of the responses obtained through the interview schedule. The analysis further in the next step continued with objective based data, compared between public and private sectors with overall satisfaction level of managers on HR practices and also associated with chi-square tests to validate the reliability of the question, over both expected results and obtained results. The chi-square test was performed to know the significance of the question as per the objectives set for the study.

#### **OBJECTIVE-1:**

***To study the HR practices of select public and private companies in general in India.***

An attempt has been made to present the differences and similarities of HR practices which exist generally in between a public and private sector organizations. Further examination shows within the same sector any two types of organizations appear to have a number of differences but with few similarities.

#### **OBJECTIVE-2:**

***To identify, assess and compare the HR practices of AP Foods and Priya Foods companies in Hyderabad.***

Having identified the organization on the basis of five point criteria, the data on HR practices was studied through interactions with managerial employees.

#### **Demographic Data:**

It is observed that, the experience of employees belonging to public sector is more than private sector. The employees joined in public sector of both middle and higher level having an experience of more than ten years compared to private sector, where employees were having two to four years

of work experience. Hence, there is a wide difference between the age range of the personnel belonging to public and private. As employees in public sector are older, they are married and with higher income levels compared to private sector where employees are younger, unmarried with less income levels.

The researcher wishes to point out that, another reason for young age personnel for private sector, the selected private sector themselves are young organizations. Often select young members as this seems to be a general, global trend.

Further analysis has been made in HR Practices, categorized into five themes. Such as

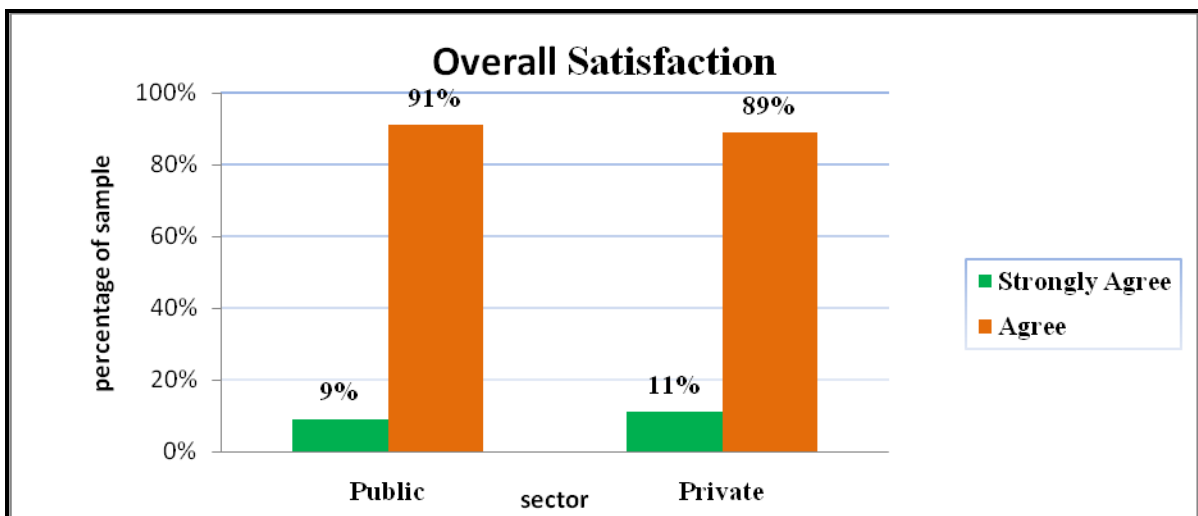
- A. Human Resource Planning
- B. Recruitment and Selection
- C. Training and Development
- D. Performance Management System
- E. Compensation and Recognition.

### OBJECTIVE-3:

*To study the impact of HR practices on employee satisfaction and identify the employees who are experiencing low satisfaction in HR practices in their respective organizations.*

**Satisfaction on overall work experience in the organization.**

*Figure 3-1*



**Figure-1: Represents the comparison of satisfaction on overall work experience in public and private sectors.**

According to the Figure-1, to a question on satisfaction on overall work experience in the organization, each individuals belonging to the study sample shows that, there is a satisfaction on HR between public and private sector.



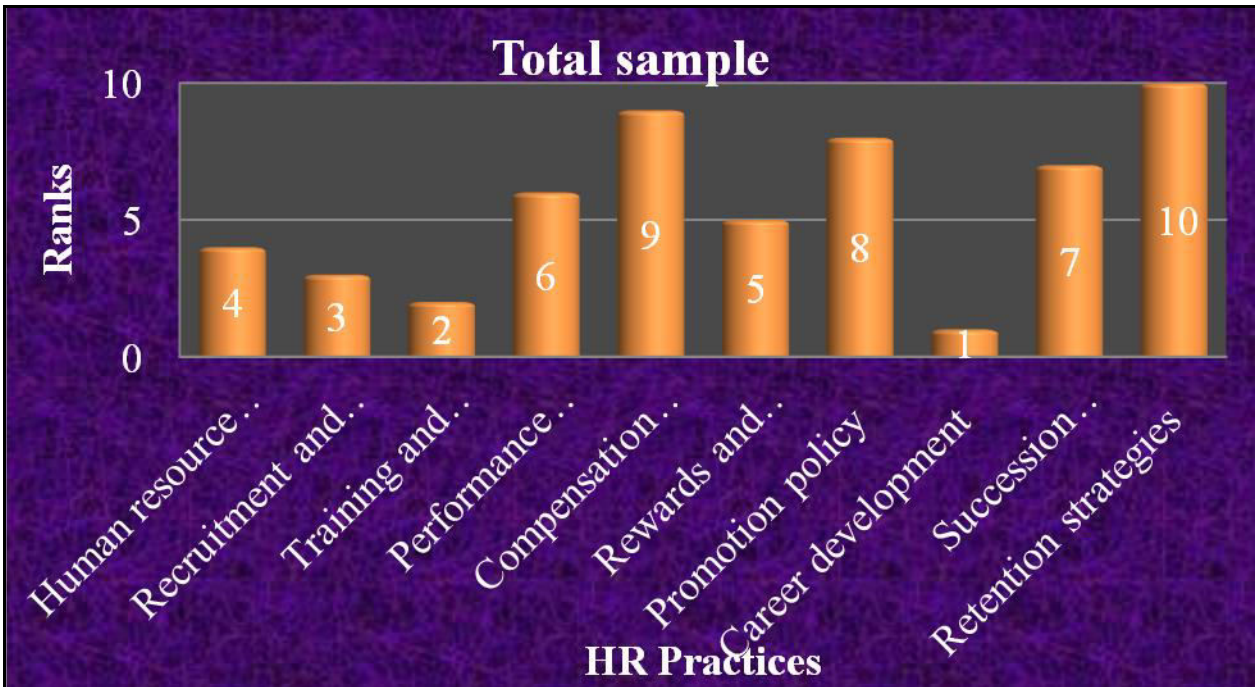
In the earlier pages, the researcher presented in the form of text, tables and graphs on HR practices and its differences and an effort was made to mention about the possible reasons for the differences.

The researcher felt to the question on satisfaction, the response could be positive and could also be a socially desirable. In response to question on satisfaction was in the context of their image and attitude in the organization could also be showing a bias to some extent. Therefore, another question with grater details was posed where in the subject had to rank the HR practices in the order of satisfaction level. This question was also posed, so that the individuals who show low satisfaction could be identified for counseling/intervention so as to make them address the issue of dissatisfaction at the personal level.

**Rank the satisfaction level on the following Human resource practices  
(1 indicates best and 10 is least)**

*Table -4: represents the rankings of satisfaction level on HR practices*

<b>S.No</b>	<b>Factor</b>	<b>ALL</b>
1	Human resource planning	IV
2	Recruitment and selection	II
3	Training and Development	III
4	Performance management system	V
5	Compensation system	IX
6	Rewards and recognition	VI
7	Promotion policy	VII
8	Career development	I
9	Succession planning	VIII
10	Retention strategies	X



**Figure 2: represents the rankings of satisfaction level on HR Practices**

The table 3 and figure-2 shows ranking as per the satisfaction which they experience in their work life which has an influence in their overall satisfaction will be. This question was posed to find out their responses to the HR practices in a closed ended question in a ranking format/method. This question will also enable the researcher to identify the employees who are experiencing and claiming low level of satisfaction- due to one or more HR practices mentioned in the question. Planning intervention as a last activity of the research study was dependent upon the low satisfaction rankings in the industries.

In the following paragraph, practices which were as 1,2,3 are the top ranking practices. Which made the employees satisfied is their career path. Every employee naturally aspires to grow and develop in the path chopped out by the organization. Movement as part of development, by design makes individuals enthusiastic brings about change in status, salary, contacts and enhances psycho-social well being. For an individual advancement in a positive direction at work place brings in, newness, excitement and change, reduces boredom and stagnation and other negative factors in life. From the day they join the employees look for upgradation and progress. Management of the organization makes it clear in the induction and other training programs, that there are several parameters applied to initiate promotion and progress. Employees are made to follow the parameters with enthusiasm and rigor to achieve organizational goals which are associated with their performance and promotion. Therefore, it is understandable that the path of career was rated as important in leading them to satisfaction.

Second factor which contributes to their satisfaction for the employees belonging to the public and private sectors are recruitment and selection and training and development. As they are managers who have to lead several individuals towards quality performance their image and responsibility is critical to the organization. Hence, Selection process being ranked as second may be

because of the fair practices in selection and the employees working under them have been allotted to them appropriately. This will also help them to achieve the goal set by the organization and that they are assured of their contribution and performance of their team/staff and they can lead them with less problems and challenges. Training and development component is also appears to be contributing to their satisfaction because trainings are the best ways of informing, preparing, teaching the necessary performance related skills and activities. It may be pointed that, recruitment component and training component are ranked second and third to some and interchanged for others. However, they both seem to be interchanged but important component contributing to satisfaction and perhaps help them to remain in the organization for more than two years.

The researcher feels it incomplete without discussing about the practice which contribute to their dissatisfaction though all the employees claimed that they are satisfied, a probing question of this nature had helped us to make them identify areas contributing to certain amount of dissatisfaction. One of the key factors, contributing to the dissatisfaction common to public and private sector is succession planning, compensation followed by retention.

It is natural for human beings to expect for compensation, for their time, effort is generally high-end sometimes unrealistic. By nature would like to be compensated/reciprocated for every activity. Compensation policies could be highly competitive and some organizations make it performance oriented, and this leads to comparisons within the organizations and between the organizations. This can lead to understanding that they may be treated unfairly and compensated inadequately. Such a sense of inadequate compensation has an impact on satisfaction dimension and is also likely to disturb quality of performance and eventually accomplishment of organizational goals.

Even though, organization informs about the compensatory mechanisms, when the employee enters and progress in the path, for the employee expectations about changing this policy of compensation is high. The reasons which they site to support the changes in the compensation policies often are- inflation, ill health, technological changes, natural calamities etc.,

In order to address this issue of dissatisfaction, majority of individuals have rated succession, compensation and retention as the practice contributing to their dissatisfaction. As these three practices are critical to any individual and also organization, an attempt was made to address this issue with some of the members of the sample who could attend through a workshop by addressing this issue at a personal level.

#### **IV. INTERVENTION PROGRAMME**

One of the objectives (objective-3) of the study was to identify highly dissatisfied managers on HR practices, so as to suggest certain measures to reduce dissatisfaction. After consulting human resource managers and counseling professionals, content of one day module was prepared for an Intervention Programme. This was planned to bring awareness and discuss issues of satisfaction and dissatisfaction levels on HR practices with managers. The content was based on the data which was created by ranking of satisfaction (I to X) in response to satisfaction of employees on HR Practices, the sectors of public and private sample which is part of the study.

## **Content of the workshop**

In the following pages a brief description of the sessions has been given.

**Session I: PhD Study on “Human Resource Practices in select public and private sectors in Andhra Pradesh – A comparative study”- Key Findings by G.Swathi Kumari**, the researcher

**Session II: “Managers working with satisfaction and its impact on organizational Effectiveness”**

**Mr.N.Raghu Venkatraman**, centered around the following points. He raised the necessity of the employee satisfaction for organizational effectiveness. As organization policies and climate is rapidly changing and organizations required for dynamic changes, the expectations are becoming unrealistic need to be evaluated. Today, the employees may have the clear understanding about the growth path about what is been mandate on the compensation policy in the organization which was communicate at their entry level. Focus on accomplishing goals , learning to upgrade their skills, social skills enhancement, perks and an opportunity to earn livelihood, opportunity to innovate are yet other components which are offered in the organization which have a bearing on one’s psychological well being. Individuals may review this and the benefits may be reaped.

**Session –III: “HR practices – A focus on succession and retention strategies”**

**Prof C. Beena**, a detailed presentation was made related to how organization’s policies, its balance sheet, levels of employment, number of employees referring to different levels, family composition and geographical location of organization, stake holders and other structures like trust, bonds, profits, growth etc., these details were also linked to the understanding of the employees and satisfaction and dissatisfaction. While discussing about the career plan, it was described in detail about individuals’ contribution to his/her growth and organization growth in development of their career.

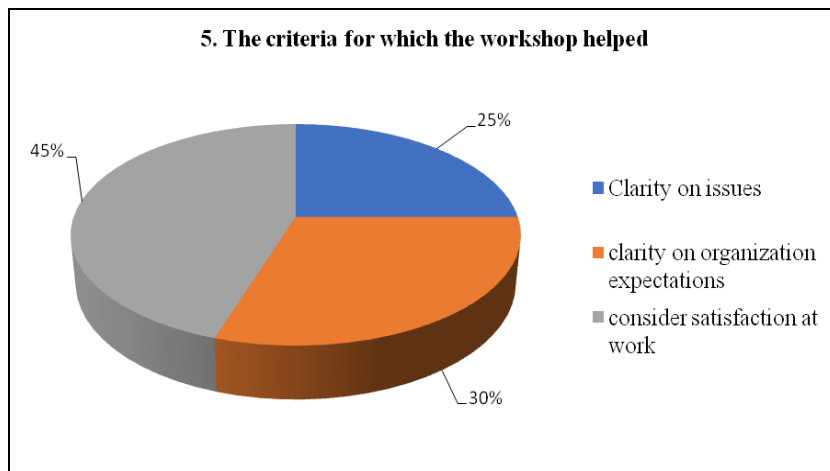
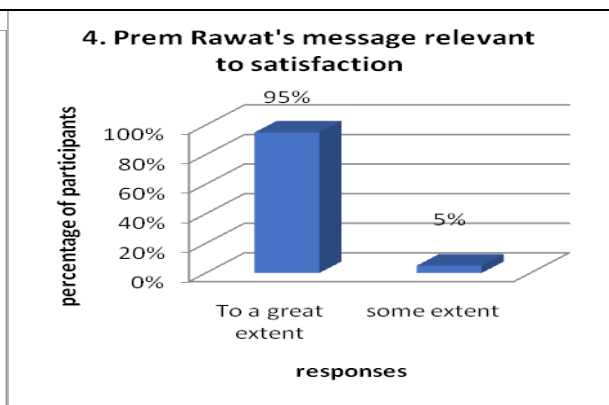
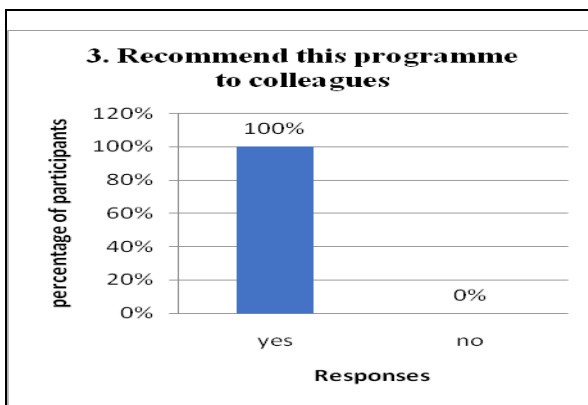
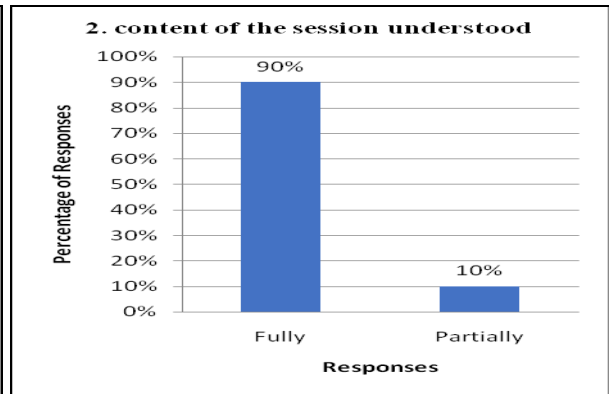
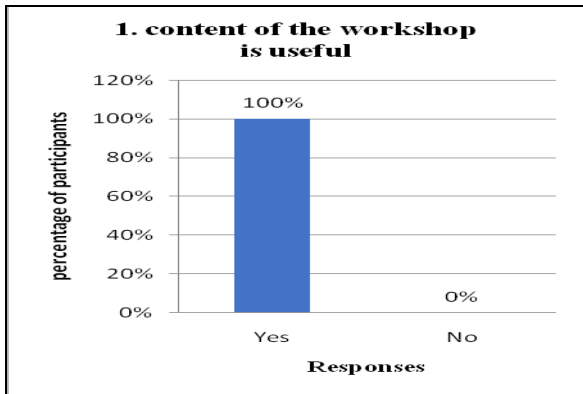
**Session IV: “satisfaction as a key component in psychological well being”,**

**Dr.Anupama**, initiated an interactive session and it was impressed upon the participants that, satisfaction is predominantly an individual’s effort to aspire and seek the same. It was communicated to them that peace when understood is an experience. This would have a satisfaction in life.

**Session-V: Video Presentation on “Satisfaction in Life”**

**Sri.Prem Rawat** contribution to peace at individual level was presented through video. As Prem Rawat is considered as an ambassador to bring about peace and satisfaction in life at an individual level and his video presentation to African’s was shown to the participants. This was well appreciated and same was seen in the participant’s feedback.

All the participants are provided with a “Training Evaluation Form” in order to collect their views on the programme. The participants were asked to express their opinion on the given questions. The findings derived from analyzing the feedback forms are as follows:



Participants left with information and appreciation about the study as well as the programme .

## V. CONCLUSIONS AND SUGGESTIONS

### 5.1 Conclusions

The conclusions drawn from the study are presented as points. For few points numerical values are not presented as paper was treated with multiple response analysis, as researcher felt that, presentation of data would be cumbersome.

1. More than 76 percent of the managers are above forty years of age in public sector where as 80 percent of managers from private sector are below thirty years having a significant difference with chi square value zero. Most of the public sector organizations are relatively older than private sector and have started in later nineteenth century. Therefore, the personnel are also relatively old in their age. Which results in, the public sector managers gradually ascending the carrier even with less educational qualification unlike in private sector who joined directly at middle and higher level with higher qualification.
2. Most of the employees are satisfied with Induction/orientation programmes ranging from seven days to more than thirty days.
3. Multiple response analysis shown that (Table-5-19), the performance appraisal system in public sector is conducted especially for promotions by analyzing the task accomplishment and quality of work output, where as in private sector the performance appraisal is conducted for overall performance measurement for reward and recognition, promotions, assessing acquired training skills and contribution to organizational effectiveness analyzed through multiple response analysis. However there is no significant difference in public and private sectors.
4. In public sector the career planning and development opportunities are provided in the way of promotions or acquiring new skills where as in private sector the employees are provided with global opportunities and strategic skills for the future growth of the individual and organizational objectives.
5. The managers belonging to both the sectors of public and private agree that, they are satisfied with the present HR practices in general. But, in particular, they are experiencing low satisfaction with few HR practices.
6. Further, through Garratte Ranking Method, the satisfaction level of employees on HR practices shown that, both public and private sector employees are more satisfied with career planning and development and dissatisfied with succession, retention and compensation practices.
7. After identifying the managers with low satisfaction on few HR practices, an intervention programme was planned keeping in view of their demographic variables and the organization they belong.
8. A One-Day workshop was organized to address the knowledge and attitude which has a bearing on satisfaction and dissatisfaction work life in general.
9. The intervention was well received and feedback data has shown hundred percent. i.e., the content of the workshop was useful and they felt that it was relevant to their attitude towards succession and retention. They recommended that such programme may be conducted in their organizations.
10. The participants of the workshop appreciated relevance of peace and satisfaction in life and same is relevant to carry on work effectively in organization.

## 5.2 Suggestions

1. Retention policies of public and private organizations may be reviewed and discussed openly with the employees keeping in view of the needs of the employees and



environmental conditions such as inflation, economic conditions are to be considered for the growth of individual as well as organization. If necessary, they may be counseled in these issues.

2. Training may be conducted on the issues or topics related to retention and other policies so that they will not build unrealistic expectations about organization's responsibilities.
3. Keeping in view of the modern technology public sector may use training programme appropriately in order to bring at most benefit in productivity which in turn leads to profit maximization. This is towards creating a win-win situation.
4. Succession planning may be developed, relate it to career planning and development. This may help in retaining talented/potential personnel.
5. Individual's satisfaction which is linked to organization as well as in real life (home, family, etc.) may be communicated through special lectures related Work-life balance, peace, stress management, etc.,

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