



# The Experimental Study of Human Resource Management , Principles and Working Elements.

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Sudarshan Bhalshankar

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***The Experimental Study of Human Resource Management , Principles and Working Elements.***

*Sudarshan Dilip Bhalshankar.  
M.E [ CAD/ CAM ], B.E [ Mechanical Engg. ], Diploma in Automobile Engineering.  
sudarshanbhalshankar111@gmail.com*

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**Abstract**

**H**uman Resource Management(HRM) is the term used to explain official framework devised for the management of people within an organization. These human resources responsibilities are normally categorized into three major areas of management: staffing, employee compensation, and defining or designing work.

**H**RM department is responsible for influencing the productivity & development of workers at all levels, human resource personnel must have access to and the support of key decision makers. In addition, the HRM department should be associated in such a way that it is able to practically communicate with all areas of the company. Human resource management is associated with the progress of both individuals and the organization in which they work. HRM, is involved not only in securing and developing the ability of individual workers, but also in executing programs that improve communication and cooperation between those individual workers to nurture organizational development.

**J**ob analysis is the foundation of the HRM practice because it gives correct information about jobs that is utilized to hire and promote people, fix wages, find training needs, and make other important HRM decisions. Once the recruiting part has been over, selection is done through job postings, interviews, reference checks, testing, and other tools. Performance measurements are very essential both for the organization and the individual, for they are the primary data used in deciding salary increases, promotions, and in the case of workers who work unsatisfactorily, dismissal. Employee development and training is another crucial duty of the HR people. HR is accountable for review an organization's training needs, and for commencing and assessing employee development programs planned to address those needs. These training programs differs from the orientation programs, which are planned to acclimate the new employees to the company, to the aspiring education programs formulated to acquaint workers with a new software system. The quality of office relations is interpretative to the employee retention. Employee retention may seem insignificant mainly in the office that is used to a high turnover, but managers should keep in mind that turnover is financially very costly. Every new employee needs a considerable investment of time and energy in their recruitment and training. Basics Relationships between employees and management are of substantial value in any workplace. Human relationship is the procedure of training employees, conveying their needs, promoting a workplace culture and solving dispute between different employees or between employees and management. Understanding some of the method that human relations can effect the costs, competitiveness and long-term economic sustainability of the business helps to underscore their significance. Office relationships come up with a source of employee inspiration, which is significant in maintaining productivity. Employees those are interested in their work and in the success of other employees tend to be more productive than those who are not. This productivity pays obvious financial benefit to the company, as it can get more done in less time with fewer costs. Building relationships, by both recognizing an employee's value to the company and a responsibility for their needs, often goes a long way.

**Keywords** :- Management, HRM, Analysis-Staffing, Organization-Utilization , Appraisal-Performance, Implementation of Reward Employees, Professional-Development , Maintenance of Workforce.

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## *Introduction.*

Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR Departments and units in organizations are typically responsible for a number of activities including employee recruitment training and development, performance appraisal, and rewarding. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. HR is a product of the human relations movement of the early 20<sup>th</sup> century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion.

In start-up companies, HR's duties may be performed by trained professionals. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing in various HR tasks and functional leadership engaging in strategic decision making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies themselves have created programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations likewise seek to engage and further the field of HR, as evidenced by several field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals, including those mentioned later in this article. In the current global work environment, most companies focus on lowering employee turnover and retaining the talent and knowledge held by their work force. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge.

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while

low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important. [1] International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country. Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand culture differences better. Managers need to be protected from career development risks. Re-entry problems and culture shock. To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information. Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions. In many European countries Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized. [2] We conducted a search of the peer-reviewed academic literature on HR systems published before September 2017. We searched the Scopus and OVID Pasic INFO databases, and cross-checked with the EBSCO Business Source Premier database. We searched for Peer-reviewed articles containing the

following keywords in the title or abstract: “human resource management system” (or human resource/HR/HRM system), “HR(M) bundle,” “HR(M) configuration,” “set of HR(M) practices,” “human resource (management) practices,” “high performance/ involvement/ commitment work system” (or high performance/ Involvement/ commitment HR/HRM/work practices). In addition, we sent a message to the HR division list server asking for in press articles. Our deletion of duplicates yielded 5,303 articles. To get a representative picture of the field, which is sufficiently comprehensive and manageable and of sufficient quality, we focused on journals with an impact factor over 1. Thus, we removed all articles published in journals without an impact factor (964 articles) or with an impact factor below one (451 articles), resulting in 3,888 articles. To be included, An empirical study had to meet the following criteria. First, it had to focus on multiple HR practices. Studies on a single practice were excluded. Next, it had to use a quantitative methodology and measure the HR system with a measurement scale. Third, it had to combine the HR practices in some way in a system in the analyses. We did not consider studies in which HR practices were included individually in the analyses. In total, 495 articles met the criteria and were included in our review; these articles are listed in the online supplemental material. [4]. Strategic human resource management (SHRM) can be defined as “the pattern of planned HR deployments and activities intended to enable an organization to achieve its goals” (Wright & McMahan, 1992: 298). Increasingly, The field has emphasized the importance of focusing on whether and how “systems” or “bundles” of HR practices jointly help organizations achieve strategic goals, rather than on single HR practices individually. An HR system can be defined as a combination of HR practices “that are espoused to be internally consistent and reinforcing to achieve some overarching results” (Lepak et al., 2006: 221). Conceptually, these systems of HR practices—as a whole—are proposed to affect performance-related outcomes (Delery, 1998; Wright & Boswell, 2002). Existing evidence provides some first meta-analytic support, as HR systems tend to be more strongly related to performance than individual HR practices (Combs et al., 2006). However, how this joint effect occurs seems less clear. Conceptually, all practices in a system are proposed to promote an overarching goal (e.g., Jiang, Lepak, Han, et al., 2012); however, It is not always clear what the overarching goal is, how HR systems are conceptualized, or how practices contribute to this goal. Multiple conceptualizations of HR systems exist, including high performance (e.g., Huselid, 1995), commitment (e.g., Arthur, 1994), and involvement (e.g., Guthrie, 2001). Some scholars use general labels such as HR system or HR bundle without indicating a dominant strategic focus, while others study targeted HR systems focused, for example, on customer service or teamwork (Jackson et al., 2014). Different levels can be distinguished within HR systems: HR policies represent an organization’s stated intentions about HR practices that should be implemented, whereas HR practices reflect the actual HR activities (Becker & Gerhart, 1996; Wright & Boswell, 2002). [5]

## *Objective Of Study.*

1. To understand the recruitment procedure adopted by the Indian companies
2. To understand the HR Practices and policies adopted by Indian companies.
3. To identify the training and development program adopted by the Indian companies
4. To identify compensation salary increment policy adopted by the Indian companies.
5. To identify the present performance of an employee being appraised through career advancement.
6. To identify employee welfare scheme launch by the govt.
7. To identify working hours of the Indian companies.
8. To provide better employee health, safety, welfare facilities as per their standard policies.
9. To understand the quality circle is beneficial for solving the problem.
10. To understand the reason of employee turnover.

## *Scope Of The Study.*

The scope of the research is very vast; however the total time period available was very limited for the purpose of the study observation, analysis and conclusion. Second important thing is or account of ethical and moral obligation of a manager disclosure of all pertained and particular policies has got limitation because of his positional accountability and responsibility.

Studying “Organization Effectiveness Through Human Resources Management” of the employee as specialized subject restrict a training, recruitment and selection, job analysis, performance appraisal for entering into Human Resources Management of different parameter as well as view of the company. The finding of the study can be refried to as a reference for entire organizational policies, parameter and particles.

## *Research Methodology.*

In order to cope up with the emerging challenges due to tough global competitions, the way out for this is to produce quality products at reasonable prices. This is possible only through an organization culture of quality consciousness and enhanced productivity. Optimal utilization of resources especially the human resources are one sure way of meeting this objective. That’s why proper induction of an employee is very important.

### **1. Statement Of Problem.**

The topic selected for the study is “Human Resources. Management” The main theme of the project is the analysis and interpretation of practices of the Employees using Human Resources as a tool.

It is prepared to know whether the company. Is preparing well or not; performance of the company and about its competitiveness by tie analysis and interpretation of the Human Resources Management Process.

A critical study of the effectiveness of Human Resources Management system and suggest ways The problem lies in identifying relationship, mutual understanding between the management and the employees.

The Human Resources Management system provides detailed information about person so that the management can take appropriate steps to improve and achieve the organization goals and help to maintain the smooth relationship between them.

### **2. Need Of Study.**

1. Provides information about the performance ranks, basis on which decision regarding salary fixation, confirmation, promotion, transfer and demotion are taken.
2. Provide feedback information about the level of achievement and behaviour subordinate this information helps to review the performance of the subordinate. Rectifying performance deficiencies and to set new standards of work, if necessary.
3. Provide information to diagnose deficiency in employee regarding skill, knowledge determine training and developmental needs and to prescribe the means or employee growth provides information for correcting placement.

### **3. Limitation.**

1. The time limit to complete the project was less.
2. There are lot of difference between authors of same subject.
3. All data collection is based on books, interne and employees of different-different companies.
4. The information provided by the companies is not very specified and clear in order to analyze the statement.
5. The basic nature of these statements is historical and past can never be precise.
6. Analysis of primary data is done on the assumption that the answers given by the respondents are true and correct.
7. Most of the employees not ready to share the information.

### **4. Research Objective.**

The current research will be aimed at determining the Human Resources Management at Indian companies. The research will be focused on the following major issues.

1. To study the significance of Human Resources Management.
2. To study the system development at Indian companies
3. To measure the factors related to Human Resources Management.
4. To study the employee relation and executive response for Human Resources Management in Indian companies.

## **5. Scheme Of Research.**

1. Comprises of understanding the theoretical concepts in general.
2. Questionnaire study.
3. Analysis of the primary data.
4. Analysis of the secondary data.

## **6. Research Design.**

Research design means a specified framework for controlling the data collection. The research is of descriptive in nature, which could provide an accurate picture of induction procedure conducted in the organization. Descriptive research includes surveys and fact-finding inquiries of different kinds. The research is of Ex post facto nature in which researcher no control over the variables has. Statistical method lay stress on objectivity rather than rely on intuition and judgment and average & percentage can easily be calculated.

## **7. Mood Of Data Collection.**

Secondary Data will be gathered from books and journals on Human Resources Management data available in different-2 companies' websites, and other HRM websites.

## *Finding Study.*

### **❖ Positive Findings-**

1. A majority of employees feel that recruitment process carried out in their companies are satisfactory. Management is also satisfied with the process of recruitment to some extent.
2. Most of the employees feel that the HR department is good. About 58% of the managers say that they prefer both internal as well as external source for recruitment and selection.
3. Almost all the employees are satisfied with the training activities conducted in the organization. 68% of the employees have achieved their training objectives.
4. Superiors are very supportive and helps their sub-ordinates in achieving their objectives.
5. The management has understood the importance of systematic appraisal system & they are taking every effort to implement it properly
6. The training programmed arranged or performance appraisal is good. The trainer is also very effective to make the employs understand the concept.
7. The performance appraisal training programmed is appreciated by the employees & they are really benefited by it.

### **❖ Negative Findings-**

1. Some employees were moderately or not much satisfied with the process of recruitment.
2. Since rules and regulations are very dynamic, so most of the employees face difficulty to adjust with them.
3. Most of the candidates do not turn up when they are called up for the interview.



4. Regional behaviour and language influence is higher during training and even after delivering their language; the desired effects are not seen.
5. Most of the employees slowly understand the importance of performance appraisal.

❖ **Suggestions.**

As in the competitive world where the need for every organization to prove itself the best and make an outstanding and remarkable progress is the need, no fact could be left ignored. Every organization must know the shortcomings and must try to go for building up the shortcomings. An ethical practice in any organization could only be achieved if the organization work, for the well being of its employees. Every organization must possess a basic structure, and the organization must be capable enough to reward its outstanding performers and must appreciate the initiative works. According to the survey been conducted with various HR heads of various organizations here are few suggestions from their side:

❖ **Induction Practices.**

Induction is must in every organization for all level of employees to make them well known of the industry they are working in. The best ways to perform induction may be through.

1. Lectures
2. Power point presentations prepared explaining company's policies.
3. Through SOPs (Standard operating procedures)
4. Manuals.
5. But the most adopted one is through personal induction.

The induction program must follow a proper feedback from employees been put into the program which is again an ethical practice and is achieved by

1. Induction scheduling
2. Opinions from supervisors
3. Feedback forms.

❖ **Recommendations.**

1. For all the programs the organization must follow feedback method to understand the effectiveness of any practice in a better way.
2. Holistic views of induction should show both positive and negative aspects of the organization. This ultimately let the employee know about both the phases of the policies adopted by the organization.
3. Practice of providing a brief presentation of the company and a booklet for rules and regulations of company must be maintained so that the employee could go through it whenever required.
4. Individual should concentrate more while training. When an organization invests on training of an employee, the purpose of training serves the mutual benefit of both organization and the employee. Thus, the employee should be more oriented towards drawing as much benefits as he can. Employees are supposed to understand their role for particular training program.
5. Company must maintain training manual or training charts and training report submitted by the trainee. This, practice not only keeps a maintained record of the programs been conducted but also keep the employee known of the knowledge gained by him which could later be utilized.
6. A pre- evaluation and post evaluation practice should be followed to understand the success: of training and the training could be then effectively used to fill gaps later.
7. Continuous training module should be conducted, personality development training should be provided.

8. To motivate the employees.
9. Performance awards could be given every year.
10. Incentives could be paid.
11. Salary saving schemes could be provided.
12. Extra activities such as games and sports, community meetings recreational activities, picnics, tours and outings should be planned to improve the interpersonal relationships.
13. External welfare activities could also be taken up by the organization such as Blood donation camps , Safety week , Free eye camps , Free books for children , Poster and quotes competition could be organized.
14. Devotion, belongingness and good team member spirit should be rewarded. Employees should be encouraged for group efforts and team work.
15. To avoid worker union for better employee welfare and give suitable welfare activities from time to time to the employees in house work committee should be developed to handle the grievance.
16. Employee's participation is key issue. Thus, suggestions should always be invited and maximum efforts should be put up to implement the suggestions.

#### ❖ **Suggestions.**

1. Employee's family s involvement in motivating employee is the key element. It creates special pressure point.
2. Drawing competitions of children could be organized.
3. Special training for wives could be arranged to teach them what are the dos and doesn't
4. Special scholarships could be announced for the children of employees securing good marks.
5. Management by objective should be adopted. The practice should be objective to avoid biasness.
6. Kaizen award could be given to the implementer of best suggestion.

#### ❖ **Implications for Future Research**

So far, researchers lack a shared terminology of HR systems at different levels. Our framework offers a common language for studying HR systems at different levels and based on the findings of our review, extends previous work on HR system levels (e.g., Arthur & Boyles, 2007) by also proposing distinct approaches to employee-rated HR systems that have received increasing attention the past decade and by including specific suggestions for measurement at the item level. We hope this can facilitate construct-valid measurement at each level, allow integration of research findings, and suggest new research avenues. The five perspectives are distinct in terms of the appropriate theorizing and measurement. Each perspective can help answer different questions, each tests different core assumptions, and all are potentially important in HR systems research. Moving forward, it is important that researchers clearly specify which type and level they are focusing on. Doing so can help build knowledge on each of the different types, driving concept refinement and theory building at each of these levels as well as enhancing understanding of effects across levels.

#### ❖ *Data analysis*

1. **HR analytics:** HR analytics specifically deals with the metrics of the HR function, such as time to hire, training expense per employee, and time until promotion. All these metrics are managed exclusively by HR for HR.
2. **People analytics:** People analytics, though comfortably used as a synonym for HR analytics, is technically applicable to "people" in general. It can encompass any group of individuals even outside the organization. For instance, the term "people analytics" may be applied to analytics about the customers of an organization and not necessarily only employees.



3. **Workforce analytics:** Workforce analytics is an all-encompassing term referring specifically to employees of an organization. It includes on-site employees, remote employees, gig workers, freelancers, consultants, and any other individuals working in various capacities in an organization. In the HR context, some workforce analytics metrics and HR analytics metrics may overlap, which is why the two terms are often used as synonyms. The goal of the two may also be the same. For instance, data on employee productivity and performance informs both HR and workforce analytics, and the goal is to improve retention rates and enhance the employee experience.

### ❖ **HR Analytics Drive Business Value**

HR has access to valuable employee data. How can this data be used to enable change in the organization? There is a great deal of discussion on replicating the consumer experience in the employee experience. Essentially, the data on consumer behaviour and mind-set can help develop strategies to maximize sales by capitalizing on those factors. Similarly, the data useful for the HR function can be used to improve employee performance, the employee experience, and in turn, maximize business outcomes. Collins offers an example of how HR analytics can be used to enhance business value. “HR analytics could be used to measure investments in reskilling, which will deliver the right competencies to support a new revenue model, using data-driven insights to modify the training offering as sales results emerge.” This is definitive granular data that can not only impact the bottom line, it can also transform employee engagement in an organization. “As such,” Collins continues, “you might think about the ‘ROI’ of HR analytics being that of increasing the business value derived from using data for talent decisions.”

### ❖ **Common metrics measured by HR analytics**

Several HR metrics contribute to business value, but the key question when measuring these metrics is this: what does the business need? This question can be best answered by having a conversation with business leaders. A strategic collaboration between the C-suite and HR leaders will help determine the HR analytics strategy. Based on the key performance indicators (KPI) of the organization, HR can then propose the metrics that can influence these KPIs. It is important to note that the C-suite sees a clear connection between the need for analytics and the impact it will have on the bottom line. As an HR practitioner, you will need to build a case for why tracking metrics related specifically to the people of the company is critical. For instance, the C-suite may not be interested in the number of people who have left the organization voluntarily. What might interest them is how many of these employees were in strategic positions or were highly skilled, the duration of their employment, what led to their exit, the cost of replacing these

employees, and finally, how all these events affect company profits. Here are some common metrics tracked by HR analytics.

- 1) **Revenue per employee:** Obtained by dividing a company's revenue by the total number of employees in the company. This indicates the average revenue each employee generates. It is a measure of how efficient an organization is at enabling revenue generation through employees.
- 2) **Offer acceptance rate:** The number of accepted formal job offers (not verbal) divided by the total number of job offers given in a certain period. A higher rate (above 85%) indicates a good ratio. If it is lower, this data can be used to redefine the company's talent acquisition strategy.
- 3) **Training expenses per employee:** Obtained by dividing the total training expense by the total number of employees who received training. The value of this expense can be determined from measuring the training efficiency. Poor efficiency may lead you to re-evaluate the training expense per employee.
- 4) **Training efficiency:** Obtained from the analysis of multiple data points, such as performance improvement, test scores, and upward transition in employees' roles in the organization after training. Measuring training efficiency can be crucial to evaluate the effectiveness of a training program.
- 5) **Voluntary turnover rate:** Voluntary turnover occurs when employees voluntarily choose to leave their jobs. It is calculated by dividing the number of employees who left voluntarily by the total number of employees in the organization. This metric can lead to the identification of gaps in the employee experience that are leading to voluntary attrition.
- 6) **Involuntary turnover rate:** When an employee is terminated from their position, it is termed "involuntary." The rate is calculated by dividing the number of employees who left involuntarily by the total number of employees in the organization. This metric can be tied back to the recruitment strategy and used to develop a plan to improve the quality of hires to avoid involuntary turnover.
- 7) **Time to fill:** The number of days between advertising a job opening and hiring someone to fill that position. By measuring the time to fill, recruiters can alter their recruitment strategy to identify areas where the most time is being spent.
- 8) **Time to hire:** The number of days between approaching a candidate and the candidate's acceptance of the job offer. Just like time to fill, data-driven analysis of time to hire can benefit recruiters and help them improve the candidate experience to reduce this time.
- 9) **Absenteeism:** Absenteeism is a productivity metric, which is measured by dividing the number of days missed by the total number of scheduled workdays. Absenteeism can offer insights into overall employee health and can also serve as an indicator of employee happiness.
- 10) **Human capital risk:** This may include employee-related risks, such as the absence of a specific skill to fill a new type of job, the lack of qualified employees to fill leadership positions, the potential of an employee to leave the

job based on several factors, such as relationship with managers, compensation, and absence of a clear succession plan. HR analytics can be used to measure all these metrics.

❖ **Internal data.**

Internal data specifically refers to data obtained from the HR department of an organization. The core HR system contains several data points that can be used for an HR analytics tool. Some of the metrics that an HRIS system contains includes:

- Employee tenure
- Employee compensation
- Employee training records
- Performance appraisal data
- Reporting structure
- Details on high-value, high-potential employees
- Details on any disciplinary action taken against an employee

The only challenge here is that sometimes, this data is disconnected and so may not serve as a reliable measure. This is where the data scientist can play a meaningful role. They can organize this scattered data and create buckets of relevant data points, which can then be used for the analytics tool.

❖ **External data.**

External data is obtained by establishing working relationships with other departments of the organization. Data from outside the organization is also essential, as it offers a global perspective that working with data from within the organization cannot.

- 1) **Financial data:** Organization-wide financial data is key in any HR analysis to calculate, for instance, the revenue per employee or the cost of hire.
- 2) **Organization-specific data:** Depending on the type of organization and its core offering (product or service), the type of data that HR needs to supplement analytics will vary.
- 3) **Passive data from employees:** Employees continually provide data that is stored in the HRIS from the moment they are approached for a job. Additionally, data from their social media posts and shares and from feedback surveys can be used to guide HR data analysis.
- 4) **Historical data:** Several global economic, political, or environmental events determine patterns in employee behaviour. Such data can offer insights that limited internal data cannot.

## *Conclusion.*

At last I want to say that while recruitment and selection identify acceptable candidate, the process still continue with induction program for the new employee, we can further fine tune the fit between the candidate's qualities and the organization's desire. Then to make the employees more skilled behavioural training may be provided.

It makes the positive impact of any organization, but it needs a lot of money, time, attention and guidance. It is just like only taking, not giving or taking the starting benefits and when the time comes for returning back you just quit the job. So it is not always fruitful.

The employee motivation is needed to be built up through constant attempts of the organization. The organization may adopt various methods for motivating the employees. It may be by providing recreational activities such as tours, picnics, family outings, annual days, sport days, functions, and parties. The organization must consider its employees as its family members and must provide some profit sharing policy such as ESOPs, bonus, and shares. The organization may provide fringe benefits.

Welfare activities to be undertaken by the organization may include various facilities such as uniform for the employees for whom HR department is responsible for its maintenance and providing it.

Last but not the least reward are the main motivational activity, which may be monetary and non-monetary rewards

At least to conclude, I would like to say that with enthusiasm that it was a great experience working with many experienced people working at senior positions. Interacting and spending time with the people rich in leaning experience. The people were very cooperative and helpful and encouraging. It is an experience to be cherished for a long time.

It was great of learning so much about HR practices and implementing them. I'm really thankful for all the senior members who explain me the working strategies and methodologies of organizations.

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