

EMPLOYEES PERCEPTION TOWARDS HRMPRACTICES INPOWER SECTOR-A CASE STUDY OF DAMODAR VALLEY CORPORATION

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ABSTRACT

In this paper, an attempt has been made to study the perception of the employees towards human resource management practices in Power Sector. Electricity is unavoidable in day to day life. Any commodity has power as one of the main input. Therefore, the cost of electricity directly influxes the cost of any product. Human Resource is one of the main component/input of power sector. The efficiency and the effectiveness of employees play the major role for cost and reliability of electricity. It is very important to study the employee's perception towards Human Resource practices in power sector. So that the Employees can be utilized with optimum competency. This will directly or indirectly will positively influence the economy. For this reason, 113 employees were selected from Damodar Valley Corporation.

The study will help to identify the factor that employees feels HRM should take care for effective Human Resource practices. The respondents have suggested various measures to improve the effectiveness of human resource function in Power Sector in reference to Damodar Valley Corporation.

Keywords: *Employees perception, Human Resource Management, Employees satisfaction*

I. INTRODUCTION

Human Resource Management (HRM) has started getting acknowledged among business group since mid-1980. Though it existed previously also but the way we see today started after mid-1980. HRM has derived its principles from multiple domains such as sociology, management, psychology, finance etc. Management of people can be in different way depending on the case to case basis in any organisation because every individual are different in terms of gender, age, religion, region, qualification, behaviour etc. It may be noted that one cannot understand the human aspect of an organization because it is difficult to access the needs of all human being in a single frame.

People, Purpose, and Structure are the three fundamental parts of any firm. But if we look back into the past of the industrial history,

in past, it was the most recent innovation and the capital availability that became causes for the edge: Now a days, organizations with unique offerings are the ones who have edge over others; But in the coming future it will be the quality of human resource that will create the edge over others.

It is widely accepted whether in private firms or public organization that human resource plays an important role. By just having a highly qualified employee one cannot be assured of having a human resource that will create the edge for the organization. Hence, for to be competitive on global level, it is important that the employees are not just qualified but has also been placed in where he or she is suitable. For the employees to be fully committed to their organisation, the role for the employees needs to be clear and the training should be in line with the job he/she is associated with presently and in

future ahead. The basic objective of Human Resource Management (HRM) is the development of the firm through maximum involvement of the human resource i.e. employees by different techniques and principles of Human Resource Management (HRM).

In addition to that Human Resource Management (HRM) also take care of the employees by giving them job on rotational basis, employees' welfare and other different approaches to keep them motivated for doing their assigned job.

II. REVIEW OF LITERATURE

All other resources in an organization is dependent on humans and hence the resource of human are the Human resources are the most important assets (Nakpodia, 2011). Throughout the years, social scientists have recommended about the act of HRM i.e. selection of employee dependent on fit with the culture of organization, accentuation on conduct, disposition, and mandatory technical skills required by the job, pay dependent upon execution, and worker strengthening to cultivate collaboration, among others can possibly enhance and support the performance of organisation (Mutembei and Ondabu, 2014). Researches on assessment of impact of HRM on the performance of an organization are the growing due to the concern of industry (Katou, 2009).

As per the resource-based view, an organization tries to create the competitive advantage of sustainable nature which no one can imitate easily (Barney, 1995). It is in this case that human resource become more useful as the skill, ability of a person cannot be easily copied. Dessler and Varkkey (2011) said that it is important for every decision makers to have the awareness about the HRM field as the decision are always either choosing the people or commanding the people for getting their work done. Unawareness of the technicalities of handling HRM may put the managers in trouble sometimes even behind bars. Mondy et al, 2006 in his work showed the growing significance of HR as business entity. He further states that it is happening because HRM is being seen as a strategic importance.

Dessler and Varkkey, (2011) states that in HRM, there are multiple types of work like that finding the requirement of people, advertising for the post. Hiring the people, training them, compensating them etc. While Mondy et al, 2005 placed that "Human Resource Management (HRM) is the utilization of individuals to achieve organizational objectives." According to Noe et al. (2007), "Human Resource Management refers to the policies, practices and systems that influence employees' behavior, attitudes and performance". Based on the opinions expressed from many scholars we can say that HRM is process which aims at getting the best productivity from work force and for doing so Human Resource Management (HRM) focuses on the organization's policies, norms and functions that influence employees' efficiencies and performance. There are multiple functions of Human resource management. To name them, it is planning function, recruitment function, selection function, training & development function, compensation function, performance appraisal function. HR planning deals with the process of classifying the position which an organization requires and filling it up (Dessler and Varkkey, 2011). Recruitment and selection function on the other hand deals with intake of employee inside the organization, (Ongori, 2010). According to Snell and Bohlander (2007), "recruitment is the process of encouraging and evaluating people to apply for current and anticipated job openings while selection is the process of choosing individuals who have relevant identification to fill current and anticipated job openings". While "Training refers to the planned effort by a company to facilitate employees learning of job related competencies" (Noe, 2011).

Spencer & Byrne (2016) suggested that senior level managers are having high job satisfaction than junior level managers. Monga (2015) results disclosed that pay, social association, contact, attitude of seniors, workplace surroundings and team work have more bearing than the factors of training and progress, honours and recompense, job nature, safety of job, morale and role clarity in

determining workplace satisfaction of bank workers. Wang & Seifert (2017), wages cut can affect employees' moral. Also, employees' performances tend to go to the wrong direction. Therefore, most of the companies during recession tend to lay off people instead of cutting payment. Deeb (2019) In today's business world, employees' requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of the employee engagement practices. Employees, in the present context, expect to be engaged in the organizational working, that is, their role should contribute and affect the business in a greater sense.

III. STATEMENT OF THE PROBLEM

Every other factor of production, i.e. capital, materials, structures, plant and apparatus, and so forth stay idle except if there are equipped individuals to use them for delivering merchandise and ventures required by the general public. There has been an expanding acknowledgment that the association's prosperity is reliant on the collaboration made by its human resources. The advancement of human resources varies from man to man, time to time and nation to nation and even in a similar nation as per its esteem framework, social organizations, level of industrialization and general dimension of social and monetary improvement.

In early days relocates who joined the industrial focuses were not talented laborers but rather socially and financially impaired gatherings. Consequently, human resource administration exercises in India are required in light of the fact that India is an industrially creating country. Practically, industrial specialists assume a vital job in the network. Accordingly, the requirement for human resource administration exercises establishes an extremely noteworthy and imperative component of the nation's advancement, which helps for better production and improvement of nationals of the nation.

The Damodar Valley Corporation (DVC) operates several power stations in the Damodar River area of West Bengal and Jharkhand states of India. It functions in the area

of thermal power stations and hydel power stations under the Ministry of Power, Govt. of India. DVC is headquartered in the city of Kolkata, West Bengal, India. The DVC has employed about 8130 (2020) employees in various categories. The Human Resource Management practices followed by DVC would have influenced the employees. If it is positively influenced there could be more positive results, otherwise, the company has to face negative issues and challenges. The growth of a company lies to a greater extent on the satisfaction of employees about HRM practices followed by the company. In a company which employs large number of employees like DVC, the HRM practices play a vital role in the development of the company. Thus a study has been initiated to understand the HRM Practices of DVC.

IV. OBJECTIVES OF THE STUDY

To study the perception of the employees towards human resource management practices at Damodar Valley Corporation.

V. METHODOLOGY

SAMPLING DESIGN

Damodar Valley Corporation has its headquarters at Kolkata with Regional Offices at Ranchi and New Delhi. The hydel plants of DVC at Maithon, Panchet, Tilaiya and Konar. The Thermal Plants are at Chandrapura, Bokaro, Koderma, Durgapur, Andal and Raghunathpur. By adopting randomness sampling, 113 respondents were selected.

VI. TOOLS FOR DATA COLLECTION

The present study is empirical in nature based on survey method. The first-hand information was collected from different locations/plants of DVC. As an essential part of the study, the primary data were collected from 113 employees with the help of questionnaire. Pre-testing of questionnaire was done during February 2020, involving 25 respondents to know the relevance of the questions. In the light of pre-testing, few changes were incorporated in the questions and their sequences. These condary

data were collected mainly from the journals, magazines, government reports and books. The data so collected were entered into a master table and tabulated to arrive at useful conclusions.

VII. FRAMEWORK OF ANALYSIS

The ultimate object of the study is to examine the perception of the employees towards human resource management practices at Damodar Valley Corporation. In order to study this aspect, Analysis of variance and student t test are used to find out the relationship in the satisfaction levels of the respondents belonging to different demographic profiles towards human resource management practices at Damodar Valley Corporation. The co-efficient of variation has been employed to find out the consistency at the level of satisfaction of the respondents towards human resource management practices at Damodar Valley Corporation. To arrive at possible solutions, comprehensive, descriptive

and percentage analyses have also been employed in this study.

VIII. RESULTS AND DISCUSSIONS

Gender and Level of Satisfaction towards HRM Policies and Practices

Gender is the biological difference of man and woman and the variants between. The influences of gender role on job attitude and behaviour are considered to be subtle in the organizational context. Women enjoy and engage more with employment than men because men have more of a protestant work ethic, apparently. Therefore, it is pertinent to study the difference between gender of the respondents and their level of satisfaction towards human resource management practices at Damodar Valley Corporation. The respondents were requested to state their level of satisfaction towards human resource management practices and an attempt has been made to find out the difference between gender and satisfaction.

TABLE 1 Respondents' Gender and Satisfaction towards HRM Practices

Gender	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Male	101	70.47	9.44	2.97
Female	12	65.47	8.35	2.64
Overall	113	67.97	8.89	2.81

Source: Computed from Primary Data

Comparison of Satisfaction between Male and Female Employees

Calculated t-value	D.F	Table value at 5%	Result
0.175	111	1.965	Not Significant

The calculated t value is (0.175) less than the table value (1.965) at 5 per cent level of significance. It is inferred that there is no significant difference between the satisfaction levels of male and female employees towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H_0) accepted. Further, the average satisfaction score of the male

respondents is (70.47) high, followed by the female respondents (65.47). Therefore, the male respondents are more satisfied towards human resource management practices at Damodar Valley Corporation. The variation in the satisfaction level is (2.97%) high among the male respondents followed by female respondents (2.64%).

Age and Level of Satisfaction towards HRM Practices

The relationship between employees' age and their perception in organizational affairs holds considerable interest for management research. As people get older they move up the career ladder and get into better positions. They also sort out through different alternative careers and

find something that matches their talents and abilities better. Therefore, the sample employees of different age groups were requested to state their level of satisfaction towards human resource management practices at Damodar Valley Corporation and an attempt has been made to find out the relationship between age and satisfaction.

TABLE2 Respondents' age and Satisfaction towards HRM Practices

Age (in years)	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Upto 35	10	67.69	8.98	2.89
36-45	9	71.86	11.84	3.71
46-55	53	69.26	9.02	2.88
Above 55	41	72.87	9.15	2.84
Overall	113	70.42	9.75	3.08

Source: Computed from Primary Data

Relationship between Age and Satisfaction

Source Variation	of Sum Squares	of DF	Mean Square	F value	Table value at 5%	Result
Between Groups	1479.26	2	493.09	1.256	2.622	Not Significant
Within Groups	199899.26	110	392.73			
Total	201378.52	112				

The calculated F value is (1.256) less than the table value (2.622) at 5 per cent level of significance. It is inferred that there is no significant relationship in the satisfaction levels of the respondents belonging to different age groups towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H_0) accepted. The average satisfaction score of the respondents in the age group above 55 years is (72.87) high, followed by the mean score of the age group 36-45 years (71.86). Therefore, the respondents in the age group above 55 years have higher satisfaction level towards human resource management practices at Damodar Valley Corporation. Besides, the variation in the satisfaction level is (3.71%) high among the

respondents of age group 36-45 years, followed by the age group upto 35 years (2.89%).

Education and Level of Satisfaction towards HRM Practices

Education is an important variable in conditioning the kinds of expectations workers bring to the workplace. The respondents of different educational status groups were requested to state their level of satisfaction towards human resource management practices at Damodar Valley Corporation and an attempt has been made to find out the relationship between educational status and satisfaction.

TABLE 3 Respondents' Education and Satisfaction towards HRM Practices

Educational Status	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Up to SSLC	23	64.05	3.06	1.05
H.Sc	24	65.07	5.87	1.99
Diploma/ITI	40	70.76	7.37	2.29
Degree	19	76.69	9.95	2.86
PG & above	7	83.99	13.78	3.61
Overall	113	72.11	8.01	2.36

Source: Computed from Primary Data

Relationship between Education and Satisfaction

Source Variation	Sum Squares	DF	Mean Square	F value	Table value at 5%	Result
Between Groups	72906.86	2	18226.71	72.072	3.356	Significant
Within Groups	128471.66	110	252.89			
Total	201378.52	112				

The calculated F value is (72.072) greater than the table value (3.356) at 1 per cent level of significance. It is inferred that there is a significant relationship in the satisfaction level of the respondents of different educational status towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H_0) rejected. The mean satisfaction shows that the respondents having PG and above qualifications have higher satisfaction level (381.34) towards human resource management practices at Damodar Valley Corporation, followed by respondents with degree qualification (83.99). Besides, the variation in the satisfaction level is (3.61 per cent) high among the respondents having PG and above qualification, followed by the degree qualification (2.86 per cent). The variation in the satisfaction level is (1.05 per

cent) low among the employees having SSLC qualification.

Salary and Level of Satisfaction towards HRM Practices

Income is the most revered variable. However, when these theoretical predictions are matched against the opinions of people around the world, it becomes apparent that the relationship between income and satisfaction is more complex and less harmonious. The sample employees of Damodar Valley Corporation were requested to state their level of satisfaction towards human resource management practices and an attempt has been made to find out the relationship between salary and satisfaction level of sample employees towards human resource management practices.

TABLE 4 Respondents' Salary and Satisfaction towards HRM Practices

Monthly Salary (In Rs.)	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Up to 15000	28	64.59	4.93	1.68

15001-25000	37	66.29	6.37	2.12
25001-35000	35	74.54	8.53	2.52
Above 35000	13	78.79	12.33	3.45
Overall	113	71.05	8.04	2.44

Source:Computed from Primary Data

Relationship between Monthly Salary and Satisfaction

Source Variation	of Sum Squares	of DF	Mean Square	F value	Table value at 5%	Result
Between Groups	63607.55	3	21202.52	78.333	2.622	Significant
Within Groups	137770.97	109	270.67			
Total	201378.52	112				

The calculated F value is (78.333) greater than the table value (2.622) at 5 per cent level of significance. It is inferred that a significant relationship is found among the satisfaction levels of the respondents belonging to different salary groups towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H_0) rejected. The mean satisfaction score of the respondents belonging to monthly salary of above Rs.35000 is (78.79) high, followed by the respondents whose monthly salary is Rs.25001-35000. It reveals that the respondents drawing monthly salary of above Rs.35000 have higher satisfaction level towards human resource management practices at Damodar Valley Corporation. Moreover, the variation in the

satisfaction level is (3.45 per cent) high among the respondents drawing monthly salary above Rs.35000, followed by the respondents drawing salary Rs.25001- 35000. The variation in the satisfaction level is (1.68 per cent) low among the employees drawing salary upto Rs.15000.

Cadre and Level of Satisfaction towards HRM Practices

The respondents of different cadres were requested to state their satisfaction towards human resource management practices at Damodar Valley Corporation and an attempt has been made to find out the relationship between cadre and satisfaction.

TABLE 5 Respondents' Cadre and Satisfaction towards HRM Practices

Cadre	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Workmen	60	63.59	2.82	0.98
Supervisory Staff	45	75.02	6.09	1.79
Officers	8	88.90	12.95	3.20
Overall	113	75.84	7.29	1.99

Source:Computed from Primary Data

Relationship between Cadre and Satisfaction

Source Variation	of Sum Squares	of DF	Mean Square	F value	Table value at 5%	Result
Between Groups	131169.62	2	65584.81	476.410	4.667	Significant
Within Groups	70208.90	110	137.66			
Total	201378.52	112				

The calculated F value is (476.410) greater than the table value (4.467) at 1 per cent level of significance.

The test is significant. This means that there is a significant relationship among the satisfaction levels of the respondents belonging to different cadres towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H₀) rejected. Further, the mean satisfaction score of the officers is (88.90) high, followed by the supervisory staff (75.02). It is inferred that officers have higher satisfaction level towards human resource management practices at Damodar Valley Corporation. It is found that the variation in the satisfaction level is (3.20 per cent) high among the officers, followed by the supervisory staff (1.79 per cent). The variation

in the satisfaction level is (0.98 per cent) low among the workmen.

Experience and Level of Satisfaction towards HRM Practices

An employee who has long tenure of experience in a particular organization would be more satisfied due to the sense of identity with the organization. 45.80 per cent of the respondents have the experience of 21 to 30 years. In this respect, the employees belonging to varied years of work experience at Damodar Valley Corporation were requested to state their level of satisfaction towards human resource management practices and an attempt has been made to find out the relationship between the length of experience and satisfaction.

TABLE 6 Respondents' Experience and Satisfaction towards HRM Practices

Experience (In years)	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Up to 10	12	69.95	8.12	2.56
11-20	24	69.69	8.97	2.83
21-30	52	69.91	9.44	2.97
Above 30	25	70.08	9.99	3.14
Overall	113	69.91	9.13	2.88

Source: Computed from Primary Data

Relationship between Experience and Satisfaction

Source Variation	of Sum Squares	of DF	Mean Square	F value	Table value at 5%	Result
Between Groups	39.56	3	13.19	0.033	2.622	Not Significant
Within Groups	201338.96	109	395.56			
Total	201378.52	112				

The calculated F value is (0.033) less than the table value (2.622) at 5 per cent level of significance.

Hence, no significant relationship is found among the satisfaction levels of the respondents of varied tenure of experience towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H₀) accepted. The average satisfaction score of the respondents belonging to length of experience above 30 years is (70.08) high, followed by the respondents' length of experience is 21-30 years. Thus, the respondents with the length of experience above 30 years have higher satisfaction level towards human resource management practices at Damodar Valley Corporation. It is observed from the above table that the variation in the satisfaction level is (3.14 per cent) high among the respondents belonging to above 30 years of experience, followed by the respondents having

experience 21-30 years. The variation in the satisfaction level is (2.56 per cent) low among the employees having experience upto 10 years.

Nature of Employment and Level Satisfaction towards HRM Practices

Since number of manpower varies as per requirement, the nature of employment could be classified into permanent and seasonal. The seasonal employees are differing from permanent employees in respect of benefits and salary. Thus, the nature of employment may bear differences among the perception levels of employees at Damodar Valley Corporation. Therefore, the respondents were requested to state their level of satisfaction towards human resource management practices and an attempt has been made to find out the relationship between nature of employment and the satisfaction.

TABLE 7 Nature of Employment and Respondents' Satisfaction towards HRM Practices

Nature of Employment	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Permanent	68	72.39	10.09	3.07
Seasonal	45	66.15	6.37	2.12
Overall	113	69.27	8.23	2.59

Source: Computed from Primary Data

Comparison of Satisfaction between Permanent and Seasonal Employees

Calculated t-value	D.F	Table value at 5%	Result
7.861	111	1.965	Significant

The calculated t value is (7.861) greater than the table value (1.965) at 5 per cent level of significance. It is inferred that there is a significant difference between the satisfaction levels of the permanent and seasonal employees towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (H₀) rejected. The mean satisfaction score of the permanent employees is (72.39) high, followed by the seasonal employees (66.15). Therefore, the permanent employees are more satisfied towards

human resource management practices at Damodar Valley Corporation. The variation in the satisfaction level is (3.07%) high among the permanent employees, followed by seasonal employees (2.12%).

Location and Level of Satisfaction towards HRM Practices

Since the respondents are working in different locations, they differ in nature of work, working conditions and benefits. The locations are clubbed as Head quarter at Kolkata, Regional

Offices at Ranchi and New Delhi, Hydel Plants and Thermal Plants. Thus, these differences may bear upon the satisfaction level of sample employees. Therefore, the respondents were requested to state their level of satisfaction

towards human resource management practices at Damodar Valley Corporation and an attempt was made to find out the relationship between locations they belong to and satisfaction.

TABLE 8 Jute Mill and Respondents' Satisfaction towards HRM Practices

Jute Mill	No. of Respondents	Mean Score	Standard Deviation	Co-variation
Kolkata	33	72.23	12.14	3.70
Regional Offices	27	69.01	7.57	2.41
Hydel Plants	31	67.17	5.54	1.82
Thermal Plants	22	71.35	9.47	2.92
Overall	113	69.94	8.68	2.71

Source: Computed from Primary Data

Relationship between Jute Mill they belong to and Satisfaction

Source Variation	Sum Squares	DF	Mean Square	F value	Table value at 5%	Result
Between Groups	9876.88	3	3292.29	8.751	2.622	Significant
Within Groups	191501.64	109	376.23			
Total	201378.52	112				

The calculated F value is (8.751) greater than the table value (2.622) at 5 per cent level of significance. The test is significant. This means that a significant relationship is found in the satisfaction levels of the respondents belonging (i) to different locations towards human resource management practices at Damodar Valley Corporation. Therefore, the null hypothesis is (Ho) rejected. It is evident from the average (ii) satisfaction score that the employees of Damodar Valley Corporation posted at Headquarters Kolkata are more satisfied than those of other locations towards human resource management practices. The variation in the (iii) satisfaction level is (3.70 per cent) high among the employees of Damodar Valley Corporation at Kolkata, and it is (1.82) low among the employees of Damodar Valley Corporation at (iv) Hydel Plants.

IX. CONCLUSION

As the females are less satisfied than males, the working climate needs to be uplifted for females like Flexible working time, no night shifts, separate refreshment places etc.

Employees with higher age are less satisfied. The working timing and conditions needs to be taken care in addition to their life after retirement like retirement benefits, gratuity, insurance etc.

Employees having salary below Rs. 15,000/- is not satisfied. The salary may have performance based incentive component, monetary reward system based on target achievement.

The employees with 10 years of experience are not satisfied. They need to make feel own ship

of organisation. They should be given training and other enrichment programmes.

- (v) Seasonal employees are not satisfied due to job insecurity; hat should be addressed by giving longer period of job terms
- (vi) Employees posted at Hydel and plants are not satisfied. The remote location incentive needs to be added in the salary components posted at these locations away from cities. Policy of job rotation need to be incorporated and implemented.

X. RECOMMENDATION

The employees should be empowered by means like participation in organisation decision makings. There should be pay component of incentive based on performance. The policy of job rotation should be implemented in Damodar Valley Corporation. Grievance redressal system should be transparent in the organisation.

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