

Staff Management In Private Multispecialty Hospitals In Western Districts Of Tamil Nadu

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ABSTRACT

Human resources, relating to health care comprise dissimilar kinds of clinical and non-clinical employees' responsible for open and individual health intercession. The need for important modifications in behaviour and attitude of fitness manpower and constructive Human Resource Management practices is extensively predictable in both developed as well as developing countries. The present paper is an attempt to have an easier look at the application of concept of HRM in the particular private hospitals. Very less research work so far has been done in this regard. The present paper indicates the existing HRM practices in hospitals with special reference to A1 Graded Multispecialty private hospitals of western districts of Tamilnadu in India. In the present study two tier research methodologies have been adopted. The first tier comprises collection of factual data through questionnaires by adopting random sampling method. The second tier comprises collection of data from secondary sources. The data whatsoever collected from both the sources were analyzed statistically to reach the conclusion and at last offer the strategy and implications for further development.

KEY WORDS: Recruitment, Training and Development, Performance Appraisal System.

INTRODUCTION

Hospitals systems involve a variety of stakeholders. These include doctors, nurses, pharmacists and administrative staffs on the one hand and communities who utilize the services on the other. They classify themselves and interrelate with each other in extremely composite hospital settings. The account stakeholders such as providers of services and communities are concurrent through the hospital structure and financing mechanisms. The effects of these connections are most of the time difficult to examine mainly in state-run systems where the incentive systems are inadequate. Over the years concerns have been raised about the broke routine of public health sector in India. India, a fastest up-and-coming economies of the world and fourth largest in the world as measured by purchasing power parity, has not exhibited alike accomplishments on health side.

Only 42 percent of its children are fully immunized and that 63 of every 1000 infants born in India die within a year, while the corresponding figure is 46 in Bangladesh and just 13 in Sri Lanka. Given this and growing complexities and challenges the health sector faces, it is pragmatic that reforms in this sector are inevitable. Most of the time the focus of reforms is to propose changes in financing mechanisms and existing technology. These growths have made stronger the health system but not produced desired results. This is because the reforms have often deserted the most important pillar of health system - "its people". Often the behavior, attitude and skills of health personnel are cited as one of the major cause of poor perceptions about the health care services (Lee 2001). However, the reform process makes some fundamental changes, but the intrinsic organizational and professional commitment and availability of skilled and competent health care professionals can only be developed through effective and efficient Human Resource Management (HRM) practices. In the modern scenario, tapping competencies and enhancing them for the industries does not

remain just an issue for effectiveness but is a necessity for their survival as all the industries are passing through what could be called the toughest phase of cut throat competition. The thrust area to fight out this cut throat competition has to be HR which has proved itself as the only source to secure survival, growth and expansion in the corporate sector and the same parameter in hospitals too. Recognition to the HR as the most important ingredient to the health sector and the learning process in hospital organizational setting shall be the key to success and reward as human 'resource' has stood out With distinction to be 'the supreme' of all the resources. Effective delivery of health services is seriously affected by human resource constraints, Narasimham et al (2004). The major concern comprises inappropriate numbers and types of staff and the way they are distributed, and the performance of staff. A proper HRM policies and practices can improve human resource (HR) outcomes and thus the efficiency of the workers, which in turn will make a payment to improved organizational performance.

RECRUITMENT AND SELECTION

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it (Mondy & Noe, 1993; Crawford, 2004). During this procedure, efforts are made to notify the candidates fully about the assortment criteria of the required competencies that will guide to effective performance, as well as career opportunities the organization can offer the employee. Whether or not a particular job vacancy will be filled by someone from within, or outside, the organization depends on the organization's human resource policies, the requirements of the job to be filled, the talent to be found and, often, the organizational politics surrounding the decision (Nankervis et al., 2002).

Therefore, the effectiveness of recruitment has a major impact on the efficiency of the selection development. The selection process should provide as a great deal reliable and valid information as possible about applicants so that their qualifications may be carefully matched with the job requirements. Personnel and line management uses a variety of defective methods to aid the task of predicting which applicant will be most suitable in meeting the requirements of the job and are able to draw on their expertise to recommend the most effective selection methods for each particular job or group of jobs Topping (1998). Some of the selection methods which usually are used includes, use of application forms, self assessment, telephonic screening, intelligence testing, interviewing, group methods and work sampling, Flippo (1984). A combination of selection methods is usually used, based upon the job nature, cost time, accuracy, culture, acceptability etc. Regardless of the different methods as mentioned above, Lewis (1985) suggests that selection criteria can be seen in three aspects, organization criteria, functional/departmental criteria and individual job criteria. Finally for doing a correct selection and appointment, we must consider adaptation of the job and departmental and organizational characteristics to applicant characteristics.

Bohlander et al (2003), defined recruitment as the organizational activity that aims at "head hunting and simulating potential candidates to apply for previous and foreseen vacancies". Thus recruitment intends to influence the quality and the types of candidates for a certain vacancy Ivancevich (1995). When this activity incorporates the environment dimensions, the ecological performance of the company is used as an element for attracting talented people. As a corollary, German companies such as Siemens, BASF and Bayer use their institutional image in order to attract competent staff that is committed to the environment Wehrmeyer (1996). Whereas the process of recruitment aims at increasing the quality of candidates, the aim of short listing is to reduce the number Flippo (1973) by choosing the candidate who best meets the criteria of the offered vacancy, Milkovich and Boudreau (2003) Robertson and Smih (2001) reviewed the personnel selection studies and found that the important issues including change in organizations, change in work, change in personnel, change in the society, change of laws and change in marketing has influenced personnel selection and recruiting furthermore personnel selection studies from 1995 through 1999 and concluded that the nature and analysis of work behaviour are changing and hence affecting personnel selection practices. Lievens (2002) identifies challenges in personnel selection including labour market shortages, technological developments, applicant perception of selection procedure and construct driven approaches. Mean while the advancement in information technology are also affecting personnel selection as well as human resource management, Beckers and Bsat (2002), Kovach Cathcart (1999), Liao (2003). The applications of expert systems or decision support systems on recruitment and personnel selection are increasing, Kilmer & Liebowitz (1998) and Nussbaum et al (1999). Recruitment and selection (or staffing) is said to be the best represented area of research into people management in smaller, growth, or entrepreneurial organizations (Cardon & Stevens, 2004).

Japanese recruiting practices offer unique insight into organization-environment relations in that they are at the nexus where firms meet the labour market and the underlying social structure. While a great deal of research has examined. A surprisingly small amount of prescriptive attention has been devoted to specifying the methods of recruitment and selection of employees which should be adopted by organizations pursuing a strategy of innovation. The advice which is offered is fairly general in nature. For instance, more general, implicit and less formalized selection criteria are proposed by some authors (Schuler, 1987). It is also argued that recruitment systems which are more open will allow employees to select themselves into innovative positions, allowing a better match between the requirements of the organization and the individual needs of

the employee (Schuler & Jackson, 1987; Morris & Jones, 1993). Miles and Snow (1984) while advocating the acquisition of human resources rather than internal development, offer little specific advice on how this should be done, apart from suggesting the use of some psychological testing. While Schuler and Jackson (1987) specify desirable employee behaviors associated with a strategy of innovation, they offer little advice on how this should be incorporated into the recruitment and selection process.

PERFORMANCE APPRAISAL SYSTEM (PAS)

Ivancevich (1995) classifies performance appraisal as the dimensions of human resources which is used to analyze the employee's performance based on their responsibilities, and aiming at goal improvement of people's performance and productivity over time. topical research from all over the world shows that performance considerably perk up when it is evaluated in an appropriate manner and the individuals when offered a genuine feedback definitely improves their performance (Maitra, 2004). Expectancy Valence theory of Victor Vroom (1964) reveals that if individuals make extra efforts, which leads to improved results then it is logical that the same be recognized and rewarded otherwise, it acts as a demonstrator.

In background of the of the literature go over, the main objective of performance appraisal is only for promotion and placement purpose (Miner, 1990; Cumming & Schawab, 1984), although most of the performance appraisal system plans to serve multiple purposes. However, not much of the research exists to test the efficiency of such system in attaining the multiple objectives. Some other studies have constructed that the main reason of performance appraisal system is identification of training and development needs (Spriegal and Mumna, 1961) Mayer & et al (1965); William, 1977 and; Latham & Wexley, 1982). In theory, in performance appraisal system, there may exist endless number of sources of the Key Performance Areas (KPA) by which an individual might be evaluated on such factors which are usually covered as: (a) Job performance factors-Job knowledge, quality of work, target fulfillment, cost/ time control, safety consciousness etc. (b) Managerial ability factors- Problem analysis and decision making communication skills, self-motivation initiatives (Mufeed, 1998).

Assessing the performance of expatriates is gaining deservedly increased research attention. Recent studies have been primarily descriptive or prescriptive in nature. They have focused on such questions as the process used for appraising expatriates (Harvey, 1991), practices used by multinationals in appraising the performance of expatriates (Gegersen et al., 1996), performance appraisal as both a strength and an area needing improvement in the world's largest multinationals (Petersen et al., 1999), the necessity for identifying top management potential early as part of the human resource planning effort of multinationals (Cascio, 1993), and the transfer of traditional performance appraisal principles across cultural boundaries (Vance et al., 1992). As Gegersen et al. (1996) have noted, much more remains to be done to acquire sufficient understanding to develop effective expatriate performance appraisal systems.

Research indicates performance appraisal system, no matter how well designed, is doomed to fail, if it is not supported by the people who use it" (Burke & Wilcox, 1969) Lazer & Wikstrom, 1979). Research has stressed for various sources of employee assessments, in command to minimize human error of, assessment of employee appraisal (Liden & Mitchell, 1985), Carrol & Schnier, 1982). Recent research studies have indicated that superiors possess better knowledge on the subordinate tasks and are in a better position to provide information to management on employees performance which can be used for succession plan by identifying people with potential and also gives an opportunity to the subordinate to know where he stands, (Simoes, 1974., Carroll & Schnier, 1982). However, there is a wide spread of dissatisfaction among the employees about individual and top-down appraisal. Recent research work in the area of Performance Appraisal has advocated the use of self appraisal to improve upon the above traditional top down process (Mayer, et al 1965).

According to McGregor (1957), in the process of this appraisal the superior has no right to reject any claim of appraise, but in practice it is totally different. According to Rao (1991), "it is an opportunity for the appraise to recapitulate and list down his accomplishments and failures during the performance period and analyze the extent to which he is responsible and the extent to which other factors have contributed to his success and failure". It has been noticed that under most other circumstances, people tend to see themselves as better performers which has been further supported by the statement of Mazumdar (1978)- 'it is a sort of an autobiography of the appraise by the appraise himself for self satisfaction in which he is more appropriate to highlight more his achievements than his failures', a little hospitals use peer evaluation which involves the making of an employees' by his colleagues in the group category in his own hierarchical arrangement, which provides precious input in understanding the performance of the concerned employees' as seen by his colleagues. Peer rating is rare in business and several research findings have revealed that multiple evaluations are at time considerably more appropriate than the single assessment (Porter et al 1985)

Many companies are establishing environmental objectives for their employees whose performance is evaluated as one of the criteria of the organizational programmers of individual performance appraisal Rothenberg (2003), and which affects the changeable fraction of the amount of rewards and compensation attributed to an employee. According to Govindarajulu and Daily (2004), performance appraisal programs are necessary to guarantee the effectiveness of environmental management work over time because they guide an employees' performance to the environmental performance desired by an organization. Research studies also revealed that a variety of new appraisal methods are used by many organizations in addition to

traditional methods. These include the confidential reports, Narrative or descriptive methods: which include essay methods, critical incident methods, ranking techniques which includes simple or straight ranking, paired comparison, forced choice distribution; graphic scales, checklist methods, group appraisal, assessment centre methods; result oriented appraisal approaches like Management by Objectives (MBO) and Behavior Anchored Rating Scale (BARS).

According to Mufeed (2002) 'each of the appraisal methods which are in use to appraise the performance of employees could be effective for some purpose, for some particular individual as well as organizational needs. It should be kept in mind that in no case should any one of them be rejected or accepted as inaccurate or accurate. 'The confidential report is the most traditional way of appraising an employee performance. Research indicates that this method of assessment by superior has become largely outdated (Basu, 1988) but is still being practiced in government organizations. The primary drawback of the ranking method is that the size of the difference among individuals is not well defined (Moskal, 1983).

TRAINING AND DEVELOPMENT

According to Pfeffer (1998) "training is considered an essential component of successful companies". Men are the most vital and versatile resources of any organization. An effective method of making them able to adapt to newer technology and the changing environment is training. Ivancevich (1995) has defined training as a systematic process that leads the employees behavior towards accomplishing the set of organizational objectives. Anuradha (2003) has remarked; 'human resource training is an important requirement for enabling employees to function effectively and efficiently for an organization. Yajnikk (1973) and Wanchoo (1973) have revealed that training is a continuous process of changing people their knowledge, skills attitude and behavior through instruction demonstration practice planned experience or other techniques. Further training helps in changing the internal dynamics of an individual to cope up with changing scenario in the organization and in the society where he lives. Therefore, training is not to be seen as an insulated action but in totality to change and reorient the individual to make him fit in his organization and in the society.

According to Fernandez (2003) the needs of training have to be detected in an integrated way, and involve the staff responsible for the management programs and other areas of a company, and including the top management as well. Sanker (1984) made a survey study of training trends in Indian industry across organizations from northern western, western and eastern region and found that organizations across industry sectors have oriented and developed sustainable training systems to manage the growth. Vaishali and kumar (2004) indicated that training is likely to increase the levels of confidence among the officers at the various job functions, and would possibly increase the productivity and profitability of the individuals and the organization as a whole. However, in India training is not imparted as needed.

According to Khan (2001) 'in India only about 2 to 3 days per year are devoted for training per employee, where as countries like USA and Japan spent 45 to 55 days on training each year for their employees.' In the words of Pal (1997), 'training is a short term process utilizing a systematic and organized procedure by which people acquire technical knowledge and skills for a definite purpose. In comparison, development is a long term educational process to similarly impart conceptional and theoretical knowledge. Training acts as a premium in ensuring versatility and flexibility of skills with the company (Lynton & Pareek 1998). The development of organizational training system requires an examination of not only current training needs but also the examination of many systematic issues, which will creep in the future (Lynton & Parrek, 1988). Pareek & Rao (1992) has identified the five reasons for the plight which are call girl role, expectancy of peripherality, low status, non professional image and slow professionalization. A good training system also ensures that employees develop in directions congruent with their career plans. The return of investment on training is very poor, because people are sent for training in many industries as fringe benefits and very little is being done to make use of their learning once they return from training programmes.

Satwinder (2002) examined the training practices in respect of lower level managerial personnel in some of the world's largest multinational enterprise across industries, parent countries, host countries and the size of the firm. A study by Tripathy (2001) showed that 'learning by sharing of experiences of others' helped maximum respondents, followed by training methodology of experimental learning' and 'practical relevance of training to work'. (Goyal, 2000), in his study of HRD climate in govt. hospitals found that only senior staff is sent for the training, and do not find necessity of giving any kind of training to the rest of the employee. The training unit in a successful programme, understands the organizations strategic direction and can design and implement a creative way of moving people in that direction.

According to Rao and Abraham, (1989) Technology is developing continuously at a fast rate, system and practices get outdated due to new discoveries in technology, including technical managerial and behavioral aspects. Organizations which do not develop a mechanism to catch up with and use the growing technology soon become state. The development of a training system must include futuristic overview that recognizes expansion plans, emerging positions technological changes and other considerations. So the training should be viewed as an ongoing planned organization intervention.

NECESSITATE FOR PRESENT RESEARCH

Science of management is not only relevant to industry and commerce but also to all fields of services. Management fundamentals and principles are common. They apply to all areas of human performances. Though the activities and procedure of their application may differ depending up on the scenery of their work to be performed thus good and professional management is essential for all the fields of human activity and the "Hospitals" are no immunity. But in reality the use of modern management techniques for the most favourable consumption of scarce resources is widely accepted in the industry of our country, while its uses in the area of public health, especially in Hospital administration, where the system suffers from scarcity of resources. The hospitals are very complex organizations with variety of jobs to be performed by various personnel specialized as well as other wise. Interaction of several heterogeneous groups constitutes a great challenge to Hospital managers and behavioral scientists. Besides, there is a hierarchy in which the staff members have to work in very sensitive and constant tension. Therefore proper human resource management practices and policies are required in every level management.

OBJECTIVES OF THE STUDY

In the light of the field for research identified so far, this will deals with itself to the following objectives are to examine the employee selection process followed by the private hospitals, assess the employee training practices and to analyse the employee performance appraisal system in the private hospitals in western districts of Tamilnadu, India.

SAMPLE HOSPITALS

To carry out the present research study, five multispecialty private hospitals were selected, among which four hospitals are from Coimbatore and rest is from the Erode of western Tamilnadu, India. From the sample selected Hospitals, all employee's of the hospitals who are the Medical, paramedical staffs and non-Medical staffs were selected for the study purpose. The respondents were selected on the basis of Simple Random Sampling Method.

DATA ANALYSIS AND INTERPRETATION

TABLE 1 Perceptions of Employees' Towards Human Resource Management

S.No.	Perception	Mean score	Percentage Mean score
1	The recruitment and selection in this hospital is impartial/fair	2.30	32.42
2	Nepotism is not evident in any of the recruitment decisions made here	2.23	30.67
3	Interview panels are objective in their evaluation	3.02	50.42
4	All appointments in this hospital are based on merit	3.47	61.83
5	Attitude and desire to work is a criterion for selection	3.13	50.00
6	To gain new knowledge	3.10	52.58
7	Helps in acquiring new technique	2.89	47.17
8	Change of attitudes towards Self, others and Job	3.32	57.92
9	Organizational commitment	3.15	53.83
10	To understanding of patients	2.77	44.17
11	Performance of the employees is measured on the basis of objectives and quantifiable results	2.73	43.17
12	Appraisal system in our organization is growth and development oriented	3.01	50.25

13	Employees are provided performance based feedback and counseling	2.84	46.08
14	Appraisal system is unbiased and transparent	3.40	58.33
15	Appraisal information is used for incentives, promotions and selected training	3.15	53.75
16	Everybody working in the organization knows the clear objectives of performance appraisal	2.47	36.67
17	Appraisal system has a strong influence on individual and team behavior	2.99	49.67
18	Our organization conducts performance appraisal on a regular bases	2.62	40.58
Overall level of Satisfaction		2.92	47.75

Source: Computed data

The human resource management practices in the sample study hospitals were analyzed based on 18 items of the questionnaire as mentioned later. In the Table-1 the statement from 1 to 5 concern to recruitment and selection practices, from 6 to 10 pertains to training and development and from 11 to 18 pertains to performance appraisal system. The table-1 depicts the opinions held by the medical, Para-medical staff and other administrative staffs of the sample study hospitals. It can be revealed from there, that the perception of all the cadres of employees' towards the existing HRM practices is not favorable. The overall percentage mean score reveals that there is less than 50% level of satisfaction, i.e. 47.75 percentage among the employees of all the sample selected hospitals. Which is not a healthy sign for these hospitals as the growth and productivity of any hospitals is linked to its employees. Therefore the administration must take immediate steps to ensure the welfare of employees. Among the 18 statements the medical, Para-medical staff and other administrative staffs of the sample hospitals shows 60% level of satisfaction towards a few statements Statement 4 and Among the 18 statements the medical, Para-medical staff and other administrative staffs of the sample hospitals shows 50% level of satisfaction towards a few statements Statement 3,5,6,8,9,12,14 and 15.

CONCLUSION AND SUGGESTIONS

Effectiveness and efficiency management of hospitals in developing countries has obtained lot of significance in the current scenario growth of medical science in India. Additionally the hospitals are very composite organizations with a variety of jobs to be performed by a variety of kinds of personnel. Medical care has also developed into a team work requiring appropriate planning, organizing, directing, coordinating and controlling. The use of modern management techniques is broadly accepted in industry, and the hospitals as service organizations are no exception to it, where the system undergoes from scarcity of resources. In additional advanced countries the uses of these techniques is widely established, while the India has to go long way for having perfectly professionally managed hospitals. The research supports the view that the existence of efficient, trained and developed workforce is the key to continued existence of any organization in the present unstable environment. How effectively and efficiently these organizations have been performing would naturally depend upon how best the management in these organization have taken care of HRM. The supremacy of the human resource and the pressure of its development, therefore make out a strong case for the assessment of the human resource management in these organizations. The hospitals are under the study has to take initiative to bring macro level changes in the existing human resource management practices.

The performance appraisal system is a priceless tool in management of human resource. Performance appraisal system helps overall managerial effectiveness by clearly defining opportunities for the quality of informal and formal feedback, identification of training needs, appraisal participation and career planning like promotion, transfer, reward mechanism etc.. Therefore the performance appraisal system should be a key connection in in general human resource management, climate, strategy and policy. At present there is no awareness about all these factors in the hospitals. But it is now high time to think about all these matters more seriously for the sake of better patient care and for the victorious functioning of the Health for All programmes.

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