

An Analysis on Human Resource Management Practices and Job Satisfaction with Special Reference to IT Company

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Abstract

The job satisfaction of employees signifies one of the furthestmost multifaceted zones fronting nowadays executives when it talks about handling their workers. The human resource department should focus on promoting job satisfaction. Till individuals and every single company release not all of the effort to discover the specific difficulties which touch not only their gratification but the complete performance, it will develop loads of trouble. The specific study is regarding the Human Resource Management Practices and job satisfaction with special reference to IT Company.

The study was undertaken at SDITS: Software Development & Website Designing Company in Lucknow. The worker of the company was the target populace chosen for this work. The pilot study presented numerous aids to know the circumstances and to confirm the samples of the work. The sample frame for work was 200; for executing a pilot study, the investigator took a quantity of 5% of the sample frame, a size of 25. It displayed the response as 95% belongs to a specific category. So the investigator has taken S as 95% and T as 5%. The level of confidence reserved is 95%; thus, the Z value is 1.96. If Z is 95%, the E value must be 5%. Therefore, the sample size is 129. This is the descriptive research study and stratified random sampling grounded on six subdivisions like Human Resource, Finance, Labour, Quality management, Production and Research and Development for picking samples.

It was marked that practically every worker was fulfilled with their effort under the assumed practices of human resources management. The specific work once more evidenced that practices of human resource management have countless character within the company to encounter their objectives. Till the company providing complete effort, each worker will confront terrible outcomes.

Keywords: Job satisfaction, Practices of human resource management, Theories of job satisfaction, Job description, Health and safety, Grievance handling, Welfare activities, Quality of work life, Security

Introduction

Transformation is unavoidable. Consequently, there is a growing necessity to survive with the evolving factors of opposition, scientific dose, and the budding awareness of facts supervision. Among these commotions, a company can endure and raise solitary once it can shape and sustain a long-standing association with the workforces and employees. This is fundamentally conceivable by launching pleasant-sounding human relationships between the company and employees. Considering this, the company is progressively concentrating on the administration and progress of human resources. Akio Morita, the originator of Sony Corporation, on one occasion, said, "there is no magic" in the victory of Japanese corporations over-all and Sony in specific. The top-secret of their victory is merely the means they deal with their workforces.

This undoubtedly expresses that; human resources are no more the physical properties or the economic strength that agrees on the strength and forthcoming of the companies but the individuals of the company who will take it to new-fangled altitudes. They are its enduring links, and it is they who aid the company with their effort, aptitude, inventiveness and ambition. Formerly human resources were commonly inspired by luxuries and income and thus, a maximum of the consideration was on supervision of income and additional aids. Nonetheless, currently, the notions and performs of Human Resource Management has altered and favors the human resources as a tactical and comprehensible to the administration of the company's utmost appreciated resources who independently and cooperatively contribute in the attainment of the organizational goals. This is mostly because of the company's growing focus upon the innovative emergent standards of humanitarianism. Furthermore, with improved weight on the inventiveness and self-sufficiency, the hopes of the individuals are fast altering and as an outcome, individuals cannot be considered for granted. The notion of Human Resource Management, consequently, undertakes that human beings are great resources to the company. They are not just essential ills. They can contribute a boundless transaction to the accomplishment of the company's goals. Retaining of human resources and development has turned into the need of an hour. Human Resource Management considers the practices, policies, procedures and processes which a company needs to carry out about its workforce. Therefore, it largely covers recruiting, selecting, training, rewarding, appraising and motivating its human resources. This consists of all managerial personnel and takes people as the crucial assets of the company. The concept is proactive with people and seeks to upgrade its performance, employees' "needs," and social welfare. Human resource management encourages team work and team essence amid workforces, offers outstanding growth chances to individuals who can grow, enables individuals to effort with diligence and promise, it surfaces the system for emotional essential of appreciation, belongingness, and self-actualisation.

Objectives of the Study

1. Is job satisfaction dependent or independent of Human Resource Management Practices?
2. To focus on various Human Resource Management practices provided by SDITS: Software Development & Website Designing Company in Lucknow.
3. To understand the satisfaction of its employees through Human Resource Management practices.
4. List out the problems of the existing Human Resources Management practices system prevailing in the organization.
5. To suggest whether any improvements are needed for the existing Human Resource Management practices which will endorse management and employee relationship.

Literature Review

Job Satisfaction

This means how gratified an employee is with his or her profession. The more contented people are inside their profession, the more gratified they are known to be. Job satisfaction is different from enthusiasm, even though it is undoubtedly connected. Job design determines to progress job satisfaction; tactics encompasses job rotation, horizontal increase in the task, apart from the vertical increment in the variety of task. Additional effects on fulfillment comprise the management chic and ethos, worker's participation, authorization and independent work groups. Job satisfaction is a crucial quality that must be acknowledged by organizations. The utmost mutual method of quantifying is the usage of evaluation scales wherever workers account for their responses to their works.

One of the foremost introductions to the work of job satisfaction was the name of the Hawthorne studies. These works, fundamentally attributed to Elton Mayo from the Harvard Business School, hunted to discover the impacts of numerous settings on employees' efficiency. These works eventually presented that fresh variations in work situations or environment provisionally rise output. Later it was observed that this upsurge caused, not since the novel settings, but next to the information of being detected. This result contributed robust signs that individual's effort for determinations apart from salary, which

cemented the mode for investigators to explore extra issues in job satisfaction. Scientific management advocated by Taylor too had a noteworthy influence on work of job satisfaction. Taylor, in his volume “Principles of Scientific Management,” reasoned that here was a solitary finest method to accomplish somewhat agreed effort job. The volume underwrote to a variation in manufacturing, construction attitudes, triggering a move from trained labor and freelance work in the direction of the additional contemporary tactic of get-together lines and hourly earnings. The preliminary usage of scientific management by productions significantly augmented efficiency because workforces were enforced to effort at a quicker pace. Though, workforces become tired and displeased, therefore leaving investigators with novel queries to respond concerning job gratification.

Representations of Job Satisfaction

Affect Theory

Edwin A. Locke’s Range of Affect Theory (1976) is debatably the greatest well-known job satisfaction model. The chief idea of this philosophy is that gratification is determined by a difference between what one needs in a job and what one consumes in a job. Moreover, the model mentions that just how much one values a specified facet of work (like the degree of autonomy in a position) displays how satisfied or dissatisfied one grows when expectations are met. When an individual values a specific side of a job, his gratification is further significantly impacted positively (when expectations are met) besides negatively (when expectations are not met), equated to one who doesn’t value that side. To reveal, if Worker A values independence in the office and Worker B is uninterested in autonomy, then Employee A would be more gratified in a position that delivers a high degree of self-sufficiency and less satisfied in a position with little or no autonomy compared to Employee B. This theory to conditions that much of a certain facet will yield stronger feelings of displeasure, the more a worker values that facet.

Dispositional Theory

Next to the renowned job satisfaction theory is the Dispositional Theory. Individuals have inborn natures that reason them to have propensities in the direction of a convinced level of gratification, irrespective of the individual’s job. This method became a distinguished clarification of job gratification in light of indication that job gratification inclines to be steady over time and across jobs.

Two-Factor Theory (Motivator-Hygiene Theory)

Frederick Herzberg’s Two-factor theory efforts to elucidate gratification and inspiration in the workplace. This theory mentions that gratification and displeasure are driven by dissimilar aspects - motivation and hygiene factors, correspondingly. A worker’s motivation to work is continually related to the job satisfaction of a subordinate. Motivating factors can be explained as the work which makes individuals act and delivers them with satisfaction, for instance, achievement in work, gratitude, advancement openings. Motivating facets are known to be intrinsic to the task. Hygiene factors comprise facets of the working atmosphere like wages, corporation policies, managerial practices, etc.

However, Hertzberg’s model has stimulated ironic study; scholars have been incapable to reliably empirically verify the model, with Hackman & Oldham signifying that Hertzberg’s unique formulation of the model may have been a methodological artifact. Moreover, the theory does not reflect individual variances, conversely predicting all employees will respond in an identical means to variations in motivating/ hygiene factors. Finally, the model has been disapproved because it does not agree with how inspiring/hygiene aspects are to be measured.

Job Characteristics Model

Hackman & Oldham projected the Job Characteristics Model, which is extensively used as an agenda to learn by what means specific job features influence job outcomes, including job satisfaction. The model positions that there are five essential job features (skill variety, task identity, task significance, autonomy and feedback) that influence three serious emotional states, prompting

work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five fundamental job features can be combined to form a motivating potential score for a job, which can be taken as an index of how a job touches a worker's attitudes and behaviors. A meta-analysis of studies that measure the model's agenda delivers some backing for the validity of the JCM.

Job Satisfaction is concerning a worker's emotional state concerning the nature of their work. Job satisfaction can be inclined by various features, like the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc.

There is no strong acceptance amid investigators, counselors that improved job gratification produces advanced job performance better-quality job gratification can occasionally decline job performance.

Human Resource Practices

Human resources practices are planned in nature. They signify a vigorous assisting system that manages your executive business plan. HR follows form the basis aiding the method your corporation's human capital will function on your behalf. For instance, HR practices comprise framing a technique for measuring and analyzing the impacts of a specific employee rewards program. Other illustrations embrace the formation of a program to lessen work-related damages and structuring an agenda to guarantee service commandments are adhered to. In our past two decades, the world saw a complete makeover in the way Human Resource management in the organization was defined. Still, in India, the changes have been more prominent in the last decade or so, after liberalization. Today, managing the expectations and motivations of a skilled workforce had brought with it attend complexities in terms of the need for robust HR practices and organizational procedures. The shift in focus from traditional HRM practices to strategies HRM inevitable. Competitive benefit for an organization lies not only in distinguishing a product or service or in becoming the low-cost leader nonetheless in also being able to tap the corporation's special skills or core competencies and rapidly respond to customer's

need and competitor's moves HR management can play a role in identifying and analyzing external opportunity and threats that may be crucial to the company's success. It is an exclusive spot to deliver competitive intelligence that may be valuable in the strategic planning process.

Technical HRM practices span a series of HR practices. The activities range from attracting high-quality employees, placing them in appropriate positions, training them to work in the firm's specific way, and motivating them to devote more enterprise effectiveness is likely to be decreased of not enough attention is paid to coordinating these separate HRM practices.

The chief HR practices, which are followed in an organization, are as follows:

- Providing security to employees.
- Selective hiring: Hiring the right people.
- Self-managed and effective teams.
- Fair and performance-based compensation.
- Training in relevant skills.
- Creating a flat and egalitarian organization.
- Producing info effortlessly available to persons who want it.

A study of human resource management practices and job satisfaction has been conducted and analyzed to derive the association between human resource management practices and job satisfaction. With these, an attempt to attain the other objectives has been too made. The parameters undertaken to study job satisfaction and human resource management practices are Job description, health, safety, performance appraisal, grievance handling, welfare activities, quality of work-life, and security. Moving ahead, these parameters have been defined in brief:

Job Satisfaction

Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members or managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives.

Health and Safety

Occupational safety and health, commonly discussed as occupational health and safety, is a multidisciplinary field concerned with the safety,

health, and welfare of people. The goal of a work-related safety and health program is to foster a safe and healthy occupational environment.

Performance Appraisal

A performance appraisal is a steady appraisal of an employee’s job performance and contribution to a corporation. Corporations use performance appraisals to regulate which workforces have contributed the most to the corporation’s growth, review progress, besides reward high-achieving workers.

Grievance Handling

A grievance is any displeasure or feeling of unfairness having a link with one’s employment situation, which, is carried to the consideration of management. A grievance is any dissatisfaction that unfavorably disturbs organizational relations and productivity.

Welfare Activity

The exertions to make life worth living for the employee. Employee welfare means whatsoever done for the well-being and upgrading, knowledgeable or societal, of the workers over and above the salaries paid, which is not a requirement of the industry.

Quality of Work Life

Quality of work mentions the favourableness or unfavourableness of a job environment for the individuals employed in an organization. It is a means of thinking about people, work and organizations.

Security

Job Security is the presumption or confidence of an employee that he will not lose his current job he is holding to. High-level job security indicates that the employees will not lose their jobs shortly.

Methodology

In the current study, the total population was 200, to whom the questionnaire was circulated, but only 129 were found suitable for analysis purposes. The simple random sampling technique was applied to select the sample. In the current work, the sample size is 129, which has been undertaken for the analysis purpose from the mentioned company at the district Lucknow. The percentage of analysis has been too shown to clarify how many 129 samples fall under each category. The five-point Likert scale

has been applied. The scales are strongly agreed, agree, neutral, somewhat disagree and strongly disagree. This Likert Scale is a type of rating scale used to measure attitudes or opinions. With this scale, respondents are asked to rate items on a level of agreement. For example: Strongly agree, agree, neutral, disagree, strongly disagree. Concerning our study, the structured questionnaire was framed, consisting of ten questions each about the parameters to know about the opinions of employees employed in the SDITS. The employees have answered what they are experiencing is currently employed in the company. This gives a real picture of their work experience and job experience in this company. The parameters which have been studied are job description, health and safety, performance appraisal, grievance handling, welfare activities, quality of work-life and security. By applying the Likert scale, the opinion of the respondents (129) has been gathered regarding these parameters.

Data Analysis and Interpretation

Table 1: Job Description

| Opinion | No of Respondents | % |
|-------------------|-------------------|------|
| Strongly Agree | 24 | 19% |
| Agree | 79 | 61% |
| Neutral | 10 | 8% |
| Disagree | 07 | 5% |
| Strongly Disagree | 09 | 7% |
| Total | 129 | 100% |

Table 1 shows the samples’ responses to the job description in the organization. Amongst 129 samples, 19 % of them strongly agreed that it’s good, 61 % agree, 8% as neutral, 5 % as disagree and 7 % have the opinion that they are strongly disagree about the job description activity in the organization.

Table 2: Health and Safety

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 48 | 37 % |
| Agree | 46 | 36 % |
| Neutral | 11 | 9 % |
| Somewhat Disagree | 12 | 9 % |
| Strongly Disagree | 12 | 9 % |
| Total | 129 | 100 % |

Table 2 tells about the samples' responses to health and safety in an organization. Among 129 samples, 37 % of them are strongly agreed in favor of it, 36 % agree, 9% as neutral, 9 % disagree, and 9 % believe that they are strongly disagree about the health and safety of an organization.

Table 3: Performance Appraisal

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 38 | 29 % |
| Agree | 62 | 48 % |
| Neutral | 14 | 11 % |
| Somewhat Disagree | 09 | 7 % |
| Strongly Disagree | 06 | 5 % |
| Total | 129 | 100 % |

The above table 3 shows that out of the 129 samples, 29 % strongly agreed on the performance appraisal activity in the organization, 48 % agreed, and 11 % has a neutral opinion, 7 % and 5 % opinion disagree and strongly disagree, respectively.

Table 4: Grievance Handling

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 16 | 12 % |
| Agree | 87 | 67 % |
| Neutral | 09 | 7 % |
| Somewhat Disagree | 11 | 9 % |
| Strongly Disagree | 06 | 5 % |
| Total | 129 | 100 % |

Above table 4 shows that, out of the 129 samples, 12 % of them strongly agreed with the existing grievance handling, 67 % agreed, and 7 % has neutral opinions, 9 %, and 5 % opinion disagree and strongly disagree, respectively.

Table 5: Welfare Activities

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 76 | 58 % |
| Agree | 28 | 22 % |
| Neutral | 06 | 5 % |
| Somewhat Disagree | 09 | 7 % |
| Strongly Disagree | 10 | 8 % |
| Total | 129 | 100 % |

Table 5 tells about the samples' response about whether the organization provided enough welfare activities or not. Amongst the samples, 58 % of them

strongly agreed in favor of it, 22 % as agreeing, 5 % neutral, 7 % disagree and 8 % has the opinion that they are strongly disagree about the welfare activities provided by the organization.

Table 6: Quality of Work Life

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 45 | 35 % |
| Agree | 38 | 30 % |
| Neutral | 11 | 09 % |
| Somewhat Disagree | 24 | 17 % |
| Strongly Disagree | 11 | 09 % |
| Total | 129 | 100 % |

Above table 6 shows that, out of the 129 samples, 35 % of them strongly agreed with the existing quality of work-life in the organization, 30 % agreed, and 9 % has a neutral opinion, 17 %, and 9 % opinion disagree and strongly disagreed respectively.

Table 7: Security

| Opinion | No of Respondents | % |
|-------------------|-------------------|-------|
| Strongly Agree | 56 | 43 % |
| Agree | 43 | 33 % |
| Neutral | 09 | 07 % |
| Somewhat Disagree | 14 | 11 % |
| Strongly Disagree | 07 | 06 % |
| Total | 129 | 100 % |

When the samples were asked about the security they have at the workplace, 43 % strongly agreed that they have enough status in the particular job they do, 33 % agreed with the question and 7 % devoted as neutral, 11 % showed as disagree, and 6 % indicated as strongly disagree.

Findings

1. Job satisfaction is dependent on Human Resource Management Practices. The workforces were responsive to the specific work and their gratification is utterly impacted by the selection processes existing in the organization. It displays that the training and development programs have little impact on workforce satisfaction and performance appraisal has a lot of effect on job satisfaction of the workforce.
2. One of the major findings was job satisfaction has great independence on grievance handling

mechanisms existing within an organization and employee satisfaction is chiefly rests upon welfare activities. Incentives and the supervisor's role impact majorly on job satisfaction. They acknowledge that the satisfaction of the workforce is more depended upon the salary and interpersonal relation in the organization has a countless impact on job satisfaction.

3. One of the basic findings was prevailing growth opportunity has a deep impact on employee satisfaction, which shows that 85 % of the workforce have an intense interest in their job. The workforce's job satisfaction is majorly dependent upon the security in their job. It declares that an organization's policies have an excessive impact on job satisfaction. Besides, job satisfaction is majorly rested upon the communication path standing in the company as it delivers autonomy of expression and working condition of the company too facilitated.
4. The problem of the existing human resources management practices system prevailing in this organization is management change; as a business grows, its strategies, structure, and internal processes grow. Some employees faced a hard time coping with these changes. This company experienced decreased productivity and morale during periods of change. The second problem is adapting to innovations technology is constantly changing. Businesses must be fast to adjust or risk being left in the dust by their competitors. The challenge for this company is getting employees to embrace innovation and learn new technology. A third problem, recruiting talented employees; attracting talent is a huge investment of time and money. It's problematic for businesspersons to balance, keeping a business running and hiring the right people at the right time. Also, it's impossible to know whether a candidate will be a good fit till they've worked for you for some time. The fourth problem, retaining talented employees, and the last problem found is workplace diversity.
5. The solutions for improvement and sorting out the problem are business owners must focus on communicating the benefits of the change for everyone. Systematic staff meetings are a good

place to start. When your team understands the why, how, and when of the change, they'll be more likely to get on board to manage the changes. Secondly, communication is needed. With any changes, make sure your team appreciates the why, when, and how, set clear goals for the adoption of initiatives, and provide employees with the training they need to get comfortable with it to adapt to innovations; thirdly, one of the best ways to find the right people for your business is to use a staffing company. They deliver temp-to-hire solutions that permit you to attempt out new workers with little to no risk. This will save time, money, and frustration, and possibly even find a future executive or business partner. Fourthly, onboarding is highly effective for an employee. Research displays having an organized onboarding procedure means employees are 58 percent more likely to stay with a company for three years or more. Fifthly, creating a culture of teamwork and respect will keep the work environment positive and productive. Also, employing a diverse training program is a must. Companies are accountable for setting standards of behavior in the workplace. Standards and a system of answerability should be set up early on.

Suggestions

1. Concentrating on holding can toughen work staff faithfulness over extended service stages and lessen employing, training, positioning and operating outlays. Employee maintenance approaches embrace nurturing an appealing corporation culture, engaging employees in two-way communications, offering incentives and acknowledgment and showing admiration for employees at all heights of the corporation's processes.
2. Structuring teams generate chances for workforces to increase ideas and take proprietorship of new-fangled philosophies. Administrators can shape management values by signifying them, supporting them and inspiring team members to progress those leadership potentials through practical training.
3. HR divisions can comfort the influence of changes by recognizing formal and informal corporation

leaders who can act as a catalytic agent for variation. These human resources are repeatedly leaders – but not continuously – who can impact and inspire other workforces. Finest practices for managing change contain the following steps:

- Report ‘human’ concerns swiftly and methodically.
 - Elucidate wherefore alteration is desirable and what the assistances are.
 - Register the acknowledged managers of change to care about the variations in public statements.
 - Recognize any cultural or diversity concerns that might arise, and accomplish them proactively.
 - Know that change is special, and encourage individuals about by what means the variations will mark performance assessments, times, team assignments, pay and other workplace concerns.
4. The elementary belief of real training and development is to recognize training important to the present or would-be role of an employee. Moreover, implementing a practical method of training aids.
 5. The performance framework is very vital. Key performance pointers must not be problematic to recognize or achieve and must be linked to the job role of the workers. The workers must be able to relate their activities to the aims set for them and must be able to recognize in what manner each attainment is contributing to the entire result.
 6. The administration’s standards and work culture must stretch major status to team work and encourage a work atmosphere of admiration and understanding for others—team-building happenings positioning workers to a mutual objective aid integrating workforces of diverse philosophies and experiences.

Conclusion

The Human Resource Management Practices has a major role to enhance job gratification and it would be rest on its adaptableness. By providing all amenities, the employers get steady workforces and the workers take an active interest in their job and work with a feeling of participation. Effective and

efficient HRM practices upsurge the productivity of a company and to provide vigorous industrial relations and thus, the company preserves industrial peace.

The concepts of nowadays are entirely changed. Earlier, employees and employers focused on wages and salary administration to maintain human resources but now the employees demand a humanised work environment and other benefits.

SDITS: Software Development & Website Designing Company in Lucknow is one of the decent companies providing sufficient human resource practices so that they can understand the assistances and outcomes, respectively. The organization provides all required practices to the workforce and they are treated as one of the important assets of the company and makes them moreover feel like that. This study has neutral outcomes; thus can be concluded that human resource practices have an excessive impact on the employees’ job satisfaction.

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