

Paradigm Shift in Management Practice in the Era of Industry 4.0

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ABSTRACT

In order to effectively guide the company towards profitability, management had to recognise the critical position of HR. Human resource managers' roles and responsibilities are evolving. Some of the reasons for these adjustments are self-evident. One of them is technology. Employers are now using intranets to allow employees to make changes to their own benefit plans, which they couldn't do a few years ago. Human resource management is influenced by globalisation, deregulation, changes in demography and the nature of work, and economic concerns. (Dessler, HUMAN RESOURCE MANAGEMENT (13TH Edition), 2013)

HR departments were largely administrative roles, with clerical tasks that were primarily centred on maintaining records regarding the employees. Businesses are debating strategic management rather than fundamental management, which is a huge paradigm shift. Human Resources have never been more important than they are now. The competitive forces we confront now will continue to require organisational excellence in the future. Organizations must focus on learning, quality growth, teamwork, and reengineering in order to achieve this higher level of quality. These elements are influenced by how businesses carry out their operations and how employees are treated. With the above view point the chapter attempts to explain the various functions and roles which are performed by the HR manager. The chapter also discusses the changes in the HRM and HR pattern of recent times.

Key Word: Human Resource Management, Globalization, HR Manager

INTRODUCTION

It is a management role that aids in the recruitment, selection, training, and development of manpower for a company. HRM includes salary, encouragement, and career progression for employees. Personnel, people at work, staff, and employees are all terms used to describe human resources. It is the sum of the expertise, abilities, competencies, intellect, values, attitudes, and aptitude of an organization's employees. With manpower becoming more important in the workplace, good management is critical to retaining successful skill and talent.

According to Jucius Michael, (Bharti Sharma, 2018) "Human resource as 'human factor' which is a whole consisting of inter-related and interacting physiological, psychological, sociological and ethical Component."

As a result, HRM is defined as the process of hiring, training, assessing, and compensating employees, as well as listening to their complaints about justice, health, and safety, and the labour-management interaction. HRM is the study of activities involving employees in a company. It is a managerial role that attempts to adapt an organization's needs to its employees' skills and abilities.

Human Resources Management is defined as "managing" (planning, organising, directing, and controlling) the functions of employing, developing, and compensating human resources in order to create and develop human relations that contribute proportionately to organisational, individual, and social goals.

According to the Invancevich and Glueck, (K., 2008) "HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization".

According to Dessler (2008) the policies and practices involved in carrying out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM.

HRM is the management of people in organisations in general. It includes activities, policies, and procedures. and procedures for getting, producing, deploying, analysing, preserving, and retaining the relevant information

To achieve the organization's goals, the number and skill mix of personnel must be sufficient. HRM's goal is to maximise employees' contributions in order to achieve optimal productivity and effectiveness while also achieving individual (such as having a demanding job and receiving recognition) and societal (such as achieving financial goals) (such as legal compliance and demonstrating social responsibility).

In a nutshell, Human Resource Management (HRM) is the art of acquiring, developing, and maintaining a competent workforce in order to meet an organization's goals in a cost-effective and efficient manner.

NATURE OF HRM

HRM is a management function that assists managers in recruiting, selecting, training, and developing employees for a company. Human resource management (HRM) is focused with the human factor in businesses.

The following are the most important aspects of human resource management.

1. HRM entails putting management functions and principles into practise. The functions and principles are used in the acquisition, development, retention, and remuneration of employees in an organisation.
2. Employee-related decisions must be integrated. Human resource (HR) decisions on various elements of employees must be compatible with other HR decisions.
3. Organizational effectiveness is influenced by decisions made. Customers will benefit from an organization's effectiveness in the form of high-quality products provided at reasonable prices.
4. Employee-related decisions must be integrated. They may also be used to non-profit organisations such as education, health care, and recreation.

HRM is a combination of programmes, operations, and activities that are created and implemented to optimise employee and corporate effectiveness.

SCOPE OF HRM

HRM has a wide range of applications. HRM encompasses all important activities in a worker's working life, from the time he or she enters an organisation until he or she departs it. HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations, and HRM prospects are among the major HRM tasks.

The scope of Human Resources Management extends to:

- All decisions, strategies, factors, principles, operations, practises, functions, activities, and procedures relating to managing people as employees in any form of business.
- All of the dimensions of people in their work interactions, as well as the dynamics that flow from them.

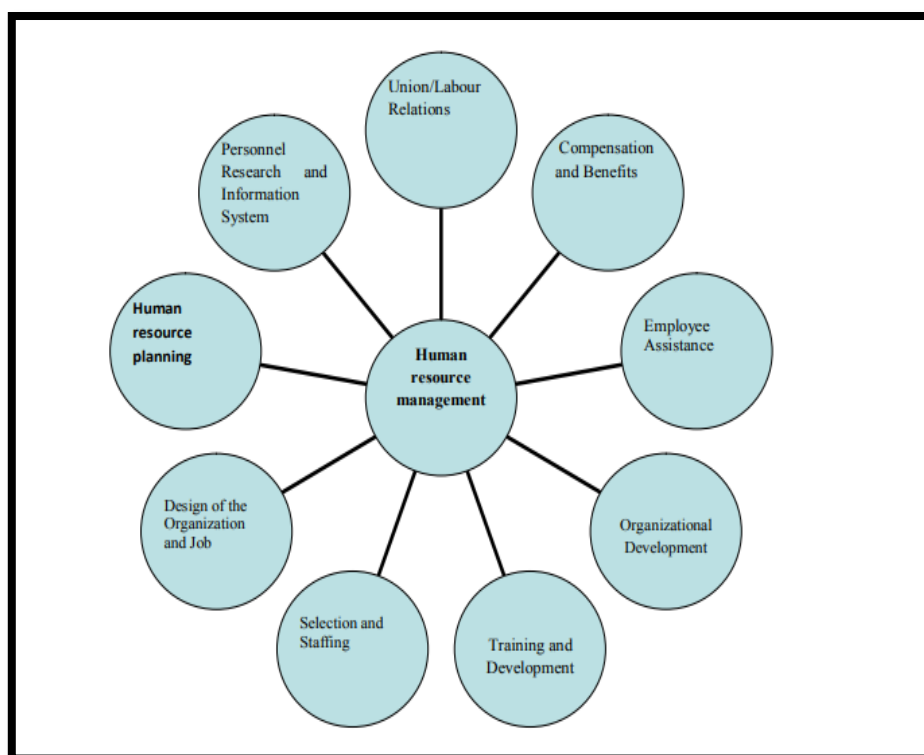


Image 1: Human Resource Management

HRM has a wide range of applications. HRM encompasses all important activities in a worker's working life, from the time of his or her enrolment into an organisation until he or she exits. The American Society for Training and Development (ASTD) did a comprehensive study in this area and identified nine major categories of HRM activities.

These are given below:

- a) **Human Resource Planning:** HR Planning's goal is to ensure that the organisation has the right people in the right places at the appropriate time. It creates a human resource inventory in order to assess current and future demands, as well as availability and potential shortages. HR Planning then forecasts demand and supplies, as well as sources of selection. HR Planning develops long- and short-term strategies to satisfy manpower requirements.
- b) **Design of Organization and Job:** This is the job of establishing the organization's structure, authority, and procedures. obligations and the relationship This will entail defining the scope of work for each role within the organisation. This is accomplished through the use of a "job description." "Job specification" is another crucial phase. Job specification highlights the characteristics of people who will be the best fit for each job described in the job description.
- c) **Selection and Staffing:** This is the procedure for hiring and selecting employees. This entails connecting people's expectations with the employment requirements and career paths available inside the firm.
- d) **Training and Development:** This entails a systematic effort to identify individual training needs in order to meet the knowledge and skills required not just to complete current tasks but also to satisfy the organization's future needs.
- e) **Organizational Development:** This is an important feature in which an organization's "Synergetic impact" is formed, i.e. good interpersonal and inter-group relationships inside the organisation.
- f) **Compensation and Benefits:** Wages and compensations are set scientifically to meet fairness and equitable requirements in this field of wage and salary management. In addition, there are labour welfare measures, such as benefits and services.

- g) **Employee Assistance:** Character, personality, expectations, and temperament are all unique to each employee. In general, they all experience issues on a daily basis. Some are private, while others are public. He or she is concerned in their case. Such concerns must be addressed in order for him or her to be more productive and happy.
- h) **Union-Labour Relations:** In order to improve peace and efficiency in a company, it is critical to have healthy industrial and labour relations. This is one of the HRM areas.
- i) **Personnel Research and Information System:** (K, (2008)) Knowledge of behavioural science and industrial psychology can help you gain a better understanding of your employees' expectations, goals, and behaviour. Product and production method advancements have generated a working environment that is vastly different from that of the past. The globalisation of the economy has boosted competition by a factor of ten. The science of ergonomics provides better ideas for employees to accomplish their jobs more efficiently. As a result, continual HR research is an inevitable requirement. It must also pay special attention to increasing information transmission through effective communication methods on an ongoing basis, particularly in terms of morale and motivation.

HRM is a broad concept; personnel management (PM) and Human resource development (HRD) are a part of HRM.

OBJECTIVES OF HRM

HRM's main goal is to ensuring that an organisation has a skilled and willing workforce. The following are some of the specific goals:

- 1) Human capital: aiding the firm in acquiring the appropriate quantity and types of personnel in order to achieve its strategic and operational objectives.
- 2) Creating a positive organisational climate: assisting in the creation of an environment in which employees are encouraged to grow and use their skills to their maximum potential, as well as to efficiently employ the workforce's skills and abilities.
- 3) Assisting in the maintenance of performance standards and the growth of productivity through good work design, proper orientation, training, and development, performance-related feedback, and effective two-way communication.
- 4) Creating programmes that address employees' economic, psychological, and social requirements, as well as assisting the company in retaining productive staff.
- 5) To supply well-trained and motivated staff to the organisation.
- 6) To improve employee satisfaction and self-actualization.
- 7) To improve and maintain the quality of one's working environment.
- 11) Ensure that all employees are aware of HR policies.
- 12) To assist in the upkeep of ethical policies and behaviour.

The above-mentioned HRM goals can be broken down into four categories: societal, organisational, functional, and personnel.

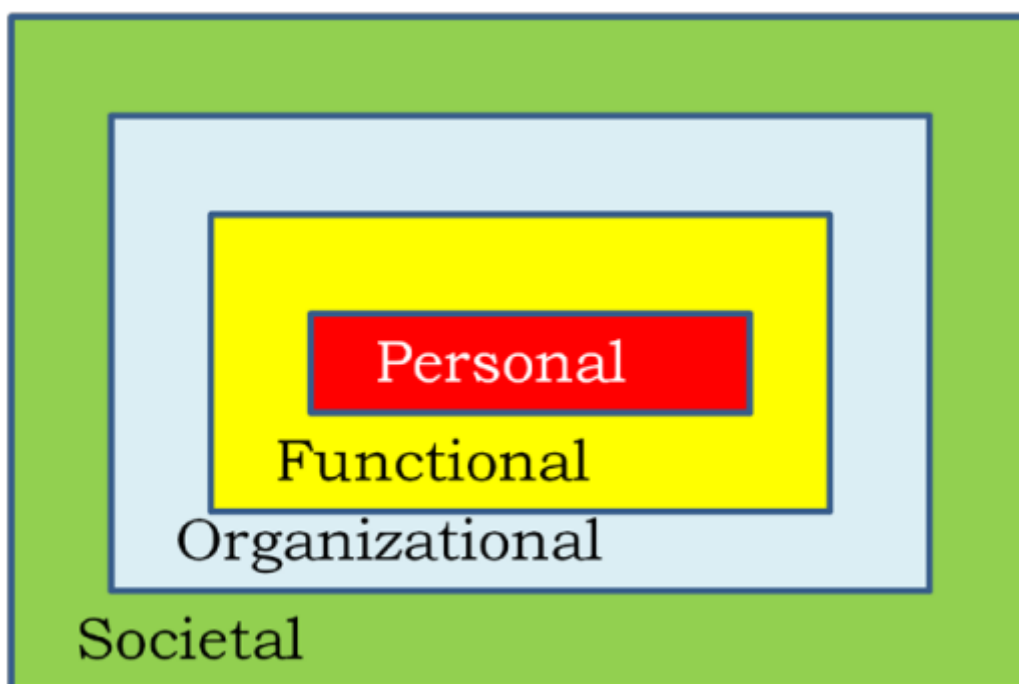


Image 2: Goals of an HRM

1) Societal Objectives: Ensure that the organisation becomes socially responsible to society's needs and difficulties while limiting the detrimental impact of such expectations on the organisation. Organizations that fail to use their resources ethically for the good of society may face restrictions.(Joykutty)

2) Organizational Objectives: It acknowledges HRM's role in achieving organisational effectiveness. It ensures that HRM is not a stand-alone department, but rather a tool to help the company achieve its fundamental goals. The HR department is there to help the rest of the company.

3) Functional Objectives: To keep the department's contribution at a level that meets the needs of the organisation. Human resources must be altered to meet the needs of the organisation. The value of the department should not become too high at the expense of the organisation it serves. (K., 2008)

4) Personnel Objectives: It is to support employees in reaching their own objectives, at least to the extent that these goals improve the individual's contribution to the company. Employees' personal goals must be met if they are to be kept, retained, and motivated. Employee performance and happiness may suffer as a result, resulting in employee turnover.

FUNCTIONS OF HRM

Human resource management plays a critical role in preparing businesses to handle the difficulties of a growing and increasingly competitive industry. Increased employee numbers, contract diversification, and changes in the demographic profile force HR managers to rethink the function and importance of human resources management. The roles are reactive to current personnel requirements, but they can also be proactive in altering corporate goals.

The functions can be grouped as follows:

1.) Strategic HR Management: Strategic planning for HR effectiveness can be improved through the use of HR measurements and HR technology as part of sustaining organisational competitiveness. The HRP function determines the quantity and kind of personnel required to achieve corporate objectives. HRP entails forming venture teams with a well-balanced skill set, finding the proper individuals, and assigning volunteers to teams. In order to develop effective innovation teams, this function examines and defines people requirements. Staffing and employee development are the cornerstones of HRP.

2.) **Equal Employment Opportunity:** All other HR tasks are influenced by compliance with equal employment opportunity rules and regulations.

3.) **Staffing:** The process of identifying the ideal personnel with the relevant qualities or expertise and recruiting them to fill a position, role, or job is referred to as staffing. Organizations acquire, deploy, and maintain a workforce of sufficient quantity and quality to have a positive impact on their effectiveness through this process. In management, staffing is the process of hiring personnel and assessing their abilities and expertise before assigning them to specific job responsibilities.

Managers predict future staff supply and demand, as well as the type of workforce concerns, such as employee retention, through HR planning. As a result, HRP comes before the actual selection of employees for the organisation. When hiring for job opportunities, these characteristics are taken into account. The selection procedure is concerned with identifying qualified candidates for such positions. The most qualified applicants are chosen for recruiting from among the applicants based on the extent to which their abilities and skills fit the job requirements.

4.) **Talent Management and Development:** Talent management and development begins with new employee orientation and includes several sorts of training. Orientation is the initial stage in assisting a new employee in acclimating to his or her new work and employer. It is a means for new employees to become acquainted with certain aspects of their new employment, such as salary and benefit programmes, working hours, and business norms and expectations.

Training and development programmes are an effective way to ensure that personnel are capable of executing their tasks to an acceptable level and beyond. Training is provided by all firms for both new and seasoned employees. Furthermore, organisations frequently provide both on-site and off-site services.

To prepare for future difficulties, HR development and succession planning of employees and managers are also required. Many people want to improve in their professions and advance in their careers, which has led to the development of career planning. Assessing an individual employee's potential for growth and promotion in the organisation is one of the actions included in career planning.

Encourage risk-taking, demand innovation, create or adopt new tasks, peer evaluation, regular evaluations, and auditing innovation processes are all part of performance appraisal. This function keeps track of employee performance to make sure it's within permissible limits. Individual and team performance are evaluated in this method, and there is a correlation between individual creativity and company profitability. It's also taken into account which duties should be evaluated and who should evaluate employees' performance.

5.) **Total Rewards:** Employees receive compensation in the form of pay, incentives, and benefits for doing organisational job. Compensation management refers to the process of establishing how much employees should be paid for specific tasks. People are often attracted to companies that offer a better level of remuneration in exchange for the work accomplished, which has an impact on staffing. Employers build and modify their fundamental compensation systems to stay competitive, and they may use variable pay programmes such as incentive awards, internal promotion, recognition incentives, balancing team and individual incentives, and so on. This function employs incentives to drive employees to meet the organization's productivity, innovation, and profitability goals. Compensation is also linked to employee development in that it serves as a powerful motivator for employees to achieve higher levels of job performance and advance to higher-paying positions within the firm.

Benefits are a type of compensation for employees that is not paid directly for the work they do. Benefits include both those that are legally required and those that are supplied at the employer's discretion. Benefits are largely concerned with employee maintenance, as they cover a wide range of basic requirements.

6.) **Risk Management and Worker Protection:** HRM addresses a variety of workplace risks to maintain worker safety by complying with regulatory standards and being more responsive to workplace health and safety concerns, as well as disaster and recovery preparation.

7.) **Employee and Labour Relations:** Managerial relationships with their personnel must be handled legally and effectively. The rights of both the employer and the employee must be addressed. HR rules and procedures must be developed, communicated, and updated so that both management and employees are aware of what is expected. Union/management relations must also be addressed in some organisations. The interaction with employees who are represented by a trade union is referred to as a labour relation. Employees form unions in order to have a greater say in issues affecting salaries, benefits, working conditions, and other areas of employment. In terms of labour relations, HR personnel are responsible for negotiating with unions over wages, working conditions, and settling disputes and grievances.

PERSPECTIVES OF HRM

1. **NORMATIVE PERSPECTIVE OF HRM:** It discusses both soft and hard HRM views. In employee relations, soft HRM is concerned with quality, recognition, flexibility, and the performance of rights and surroundings. Soft HRM is strategic and has a long-term influence. Hard HRM is concerned with quantitative output, superiors and supervisors, managers, employee adherence, discipline, organisational developments, and tasks assigned to employees. It is of a transient character.
2. **CRITICAL HRM PERSPECTIVE:** This is the result of normative perception. It states that institutions use a 'Soft HRM' approach that only manifests in policies, i.e. Soft HRM is present in the documents, whereas Hard HRM is used to control the organisation in practise. As a result, it is a criticism of the normative approach. It was criticised that the organisation only gave the impression that it cared about people, but in reality, it exploited workers through downsizing and work intensification.
3. **BEHAVIOUR PERSPECTIVE OF HRM:** This viewpoint says that employees must be regulated and moulded in order to achieve the desired outcome. This can be accomplished by concentrating on identifying the desired behaviour and training staff to act in the desired manner. This is usually accomplished through the use of organisational principles that improve efficiency.
4. **STRATEGIC PERSPECTIVE OF HRM:** Employees are viewed as valuable resources for achieving organisational goals. As a result, they are handled as strategic/key resources in order to boost organisational productivity. This method generates a strategic plan that supports the company's objectives and long-term aspirations. It is more future oriented and focuses on long-term human resource planning. It aligns future concerns with the values, skills, quality, structure, and commitment required to achieve long-term objectives. It creates stable policies and programmes that can be implemented in the future.
5. **THE SYSTEMIC PERSPECTIVE OF HRM:** The organisation is viewed as a system made up of inputs, processes, and outputs, all of which are surrounded by their environment. Employees are considered inputs, whereas products and services are considered outputs. HRM guarantees that the staff has the necessary competencies and skills to contribute to the organization's success. They also place a greater emphasis on regulating behaviour and performance evaluation, as well as compensation schemes, in order to increase labour productivity.

TRENDS IN HRM

Organizations must modify the way work is done by the Human Resource department in order to achieve this paradigm shift in organisational excellence. Managers are employing novel approaches to transactional analysis. To address a recent trend, new policies and practises have been developed, which are explained below.

GLOBALIZATION AND COMPETITION TRENDS

Globalisation is the practise of firms expanding their sales, ownership, and/or manufacturing to new markets outside of their native country. There are numerous instances all around us. Camrys are made in Kentucky, whereas computers are made in China. Free trade zones, which eliminate tariffs and other barriers between trading partners, help to expand international trade even further. NAFTA (North American Free Trade Agreement) and the EU are two examples (European Union).

For a variety of reasons, businesses grow worldwide. One goal is to boost sales. Walmart stores are springing up over South America. Dell is aggressively selling in China, believing that it would soon overtake the United States as the world's largest PC market.

Businesses travel internationally for a variety of reasons. Some companies are attempting to advertise new worldwide products and services while simultaneously reducing labour costs. As a result, several clothing companies design and cut textiles in Miami before assembling final garments in Central America, where labour costs are lower. Firms are sometimes enticed to do business abroad by the prospect of forming strategic alliances. IBM sold its PC division to Lenovo in part to develop ties with China's rapidly growing market.

More competition means increasing pressure to be world-class in order to decrease costs, enhance staff productivity, and do things better and cheaper as a result of globalisation. According to one observer, the global economy's rapid integration into a single, vast marketplace is increasing the intensity of competition across a wide spectrum of manufacturing and service sectors. Workers and companies must now work harder and smarter than they did prior to globalisation.

As a result, globalisation has both positive and negative consequences. Consumers will benefit from reduced pricing and improved quality on products ranging from computers to automobiles, while workers will face the risk of working longer hours and maybe losing their jobs. This threat is exemplified by employment offshore, which involves hiring people from other countries to do work that used to be done by Americans. Many firms, for example, plan to offshoring even highly skilled occupations like sales managers, general managers, and HR managers in the next years. (However, what USA Today refers to as A small but growing group of American manufacturers, including behemoths like General Electric, NCR, and Caterpillar, are reshoring jobs back to the United States. Rising shipping and labour expenses abroad, as well as occasional low-quality goods and intellectual property theft abroad, are all factors.) Globalization implies (possibly) millions of new customers for business owners, but it also means new and formidable global competition at home.

For over 50 years, globalisation exploded. In the United States, for example, total imports and exports surged from \$47 billion in 1960 to \$562 billion in 1980 and \$4.1 trillion in 2010. Economic and political ideals fostered this growth. Governments have lowered cross-border taxes and tariffs, established economic free trade zones like NAFTA, and taken other steps to boost cross-national trade. The fundamental economic argument was that doing so would benefit all countries. Indeed, economies all over the world, not just in the United States, but also in Europe and Asia, developed significantly. (Dessler, HUMAN RESOURCE MANAGEMENT (13TH Edition,, 2013)

SLOWER ECONOMIC GROWTH IN MANY COUNTRIES

All of these phenomena are taking place in the midst of economic turmoil. The gross national product (GNP), a measure of economic productivity in the United States, increased considerably between 2001 and 2008. During this time, home values climbed by as much as 20% every year. The unemployment rate remained at roughly 4.7%. All of these measures then seemed to fall off a cliff in 2007-2008. The economy shrank. Home values have plummeted by at least 20%. (depending on city). Unemployment in the United States has risen to more than 9.1%.(Dessler, HUMAN RESOURCE MANAGEMENT (13TH Edition,, 2013)

What caused all of this to occur? That is a difficult topic, but for one thing, all those years of amassing excessive debt seems to have come to an end. Trillions of dollars in worthless loans were left in the hands of banks and other financial institutions (such as hedge funds). Governments stepped in to try to prevent them from collapsing. Lending has come to an end. Many companies and customers have just stopped purchasing. The economy took a nosedive.

Economic trends will almost certainly turn positive once more, possibly even as you read these words. They have, nevertheless, attracted the attention of employers. It's improbable that the deregulation, borrowing, and globalisation that have accelerated economic growth for the past 50 years will continue unabated after the events of 2007-2008. For many countries, this might mean years of slower growth. As a result, employers will face difficult times. Businesses will have to be more frugal and inventive in managing their human resources than they have been in the past, for the foreseeable future and even after conditions recover, due to the difficult circumstances.

HRM has become more cost-conscious, focusing its efforts solely on attracting qualified candidates. As a result, numerous new and thorough tests are conducted prior to recruiting a new employee.

They're becoming increasingly cost conscious. As a result, HRM must not only deal with personnel, but also with financial budgeting and strategic management.

DEREGULATION AND INCREASED INDEBTNESS

Other factors aided in the expansion of the economy. One of them was deregulation. Governments in several nations have eliminated rules. The laws that barred commercial banks from expanding into stock brokerage were eased in the United States and Europe, for example. Citibank and other large, global financial supermarkets arose fast. As economies grew, so did the number of enterprises and consumers who were severely in debt. Purchases were made with little or no money down.

Banks lent money to developers in order to help them build more homes. For nearly two decades, American consumers have spent more than they earn. The United States became more and more of a debtor nation on a wider scale. Its balance of payments (exports minus imports) fell from a healthy positive \$3.5 billion in 1960 to a less-than-healthy negative \$19.4 billion in 1980 (imports exceeded exports), and finally to a staggering \$497 billion deficit in 2010. (Desseler) The only way the country could keep buying more from overseas than it sold was to borrow money. As a result, a significant portion of the boom was financed through debt. Standard & Poor's announced in 2011 that it would downgrade US sovereign (treasury) bonds, fearing that Washington officials would be unable to control the massive debt. Rating agencies had previously downgraded Japan and Greece's debts.

TECHNOLOGICAL INNOVATION

Everyone recognises that technology has altered practically every aspect of our lives. We use smartphones and iPads to communicate with co-workers, plan holidays, handle money, and locate nearby eateries. We're also increasingly relying on technology for a variety of HR-related tasks, such as job hunting.

One example is Facebook recruiting. According to Facebook's Facebook recruitment portal, employers begin the process by adding the Careers Tab to their Facebook page. Companies will be able to recruit and market job openings from within Facebook once the app is loaded. The employer can then use Facebook Advertisements to promote its job link after posting a job listing.

As there is always a dilemma between human capital and machines, HRM is getting more competitive. HRM is increasingly concentrating on making employees more competitive so that they can deal with technological change.

INCREASED COMPETITION

Companies are suffering increased competition as a result of globalisation. Each company aspires to be the first to market. In addition, the reaction of the competitors is given special consideration. As a result, HRM strategies concentrate on attracting and retaining a more responsive and speedier workforce. Appropriate training programmes for employees must be designed to help them deal with issues.

TRENDS IN THE NATURE OF WORK

- 1. MORE KNOWLEDGE WORK:** As firms cope with more intellectual work, HRM is now centred on more empowered teams. As a result, in addition to technical criteria, human resources managers pay close attention to the candidate's knowledge and application of that expertise. HRM must concentrate on establishing a high-performance work environment.
- 2. HI-TECH WORK:** As technology advances and improves, individuals in firms are required to execute hi-tech responsibilities. This is particularly true in the computer industry, aviation, medicines, and electronic enterprises, among others. The processes and gadgets are becoming increasingly sophisticated, necessitating further HRM training in order to conduct these new high-tech operations.
- 3. MORE SERVICE JOBS:** Manufacturing jobs are relocated to developing or underdeveloped countries. Thus, most businesses produce services rather than products. Hence, there is a shift in employment trends from product to service jobs. As a result, HRM rules and practises are evolving.

DEMOGRAPHIC TRENDS:

The nation's workforce evolves throughout time as well. India has a larger working population of young people, whereas the United States and Japan are dealing with an ageing population. There

are also persons who belong to many cultures and ideas. Thus, changing demographic trends make it harder for businesses to recruit. HR regulations are undergoing changes as a result of the need to accommodate cross-cultural employees and non-traditional workers in the workplace. (Bharti Sharma, 2018)

As a result, in addition to traditional duties like as recruiting, selection, training, and remuneration, modern human resource managers are focusing on the broad picture. They are now carefully planning future manpower requirements as well as the environment.

CONCLUSION

Human resource management is critical for all managers. This helps managers avoid issues such as hiring the wrong person for the job. More importantly, it can assist managers in achieving results through people. The human resource manager's responsibilities include supervising his or her own employees, coordinating the company's overall personnel policies, and assisting and advising line managers on human resource management issues.

Today's changing environment has an impact on what and how human resource managers execute their jobs. Increased competition means more pressure to cut costs and make staff more productive and quality sensitive as a result of globalisation. Employers are being forced to enhance their human resource practises by integrating new technical solutions, and more employees are becoming digitally savvy as a result. There is a larger focus on knowledge work and, as a result, on growing human capital, or the knowledge, education, training, skills, and expertise of a company's personnel. The workforce is becoming older and more diverse as a result of workforce and demographic trends.

Human resources administration is a responsibility of each manager; that employees and managers of human resources are increasingly diverse and must be able to advance their plans and contributions to meet the challenges faced in economic times.

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