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HUMAN RESOURCE DEVELOPMENT IN ORGANIZATIONS: AN INTRODUCTION AND CHANGING NATURE OF HUMAN RESOURCES

Ayesha Sultana

**Assistant Professor, Department of Commerce,
Government First Grade College, Raichur, Karnataka, India.**

ABSTRACT

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers as well as their socio and economic development. In 1970, Leonard Nadler published his book "Developing Human Resources" in which he coined the term 'human resource development' (HRD). Human resource refers to the talents and energies of people that are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values, and goals. Development refers to a process of active learning from experience-leading to systematic and purposeful development of the whole person,



body, mind, and spirit. Thus, HRD is the integrated use of training, organizational and career development efforts to improve individual, group, and organizational effectiveness. This paper delineates the importance of human resource development through R&D and technological inputs. The aim of this paper is to discuss the human resource development challenges in the face of the current global economic competition. HRD is a systematic and planned approach through which the efficiency of employees is improved. The future goals and objectives are set by the entire organization, which are

well planned at individual and organizational levels. Recognizing every employee at par irrespective of caste, creed, religion and language, can create a very good environment in an organization. HRD must ensure that the organization creates a culture and provides equal opportunities to all employees in matters of career planning, promotion, quality of work life, training and development will be discussed in this present paper.

KEYWORDS: HRD, Development, HRM, Social Security, Technology, Soft Skills.

1.INTRODUCTION:

India has been witnessing high economic growth for the past decade with increased investment across industries post-liberalization. The high level of economic activity has put strain on basic infrastructure services while also providing significant opportunities for large scale investments in the core areas of the economy. While India witnessed spectacular progress in the telecommunication space with full privatization in place, other infrastructure segments like roads, ports and electricity lacked similar progress due to a variety of bottlenecks. India is expected to maintain a robust economic growth rate of over 8% in the coming decade. This implies substantial increase in economic activities and raises the challenge of adding the infrastructure necessary to enable this

development. India has ambitious plans of adding over 180,000 MW of generation capacity as well as associated Power Systems in the 11th and 12th plans, more than the cumulative capacity addition achieved till date. With such an ambitious target, the power sector requires augmentation of capacity across the value chain including manufacturing, construction, fuel and material supplies, project planning and implementation, financial management and operations and maintenance management (IEMR; 2010).

The total manpower in the power sector at the end of 10th plan was approximately 9.5 lakhs as per the report of the Planning Commission's Working Group on Power for 11th Plan. Even in a scenario where employee productivity is projected to increase leading to decreasing Man/MW ratio, it is estimated that over five lakh technical manpower and 1.5 lakh non-technical manpower need to be inducted into the sector in the 11th and 12th plan periods. In addition to the technical manpower, tens of thousands of highly skilled managers will be required in areas such as project planning and management, project monitoring, project finance, contracts and materials management, human resources management etc. Further, with increasing focus on energy efficiency and renewable energy, there is an opportunity to productively engage millions of people to participate in harnessing small hydro, biomass & biofuels, solar and wind resources, provided they have the appropriate specialised knowledge. Moreover, demand side management, power trading, carbon credits, smart grids etc. will also require manpower with specialised training.

Some of the strategies outlined in this report for creating human capital for the power sector are:

- Attract talent by showcasing opportunities, improving brand image and changing the work environment
- Expand training to cover behavioral and attitudinal changes Strengthen ITIs and other vocational skill development centres
- Standardise curriculum and develop certification standards
- Expand existing training facilities and create new infrastructure
- Ensure proper utilisation of training funds through direct reimbursements
- Introduce electives at graduate engineering programs and specialised programs at post-graduate level
- Create awareness on energy efficiency among all stakeholders and incorporate mandatory training for personnel involved in energy intensive processes

Finally, for the strategies to be successful and for development of the Indian Power sector, it is important for all the stakeholders to recognise the importance of developing human capital and invest in it.

A significant source of information on HRD in the US as well as worldwide is available from the Academy of Human Resources Development, USA. For a long time Human Resources development in the US is identified with Training and Development. It is in the American Society for Training and Development convention sometime in early seventies Len Nadler of George Washington University is supposed to have formulated the concept of Human Resources Development. Rao (2009) a recent review of the definitions of HRD by McLean and McLean (2001) provides a lot of insights into the field. While there have been many efforts to define HRD, no consensus seem to have emerged The US definition of HRD seems to have influenced the definitions many other countries It appears that definitions of HRD may vary from one country to another, and the national differences are a crucial factor in determining the way HRD professionals work. There appears to be differences in the perception and practice of HRD in local companies as compared Multinational companies. In several countries HRD is not distinguished from HR but is seen systematically as a part of HR. Professional organizations and academics seem to contribute to the definition of HRD

The following is a sample of definitions cited in McLean and McLean (2001)

China: "A planned and organized education and learning process provided by organizations to improve employees' knowledge and skills as well as change their job attitudes and behaviors. The process helps unleash the employees' expertise for the purpose of enhancing the individual performance and achieving effective organizational functioning." (The China Training Center for senior civil Servants). McLean observes that in China there is no difference between HR, HRD and Personnel.

France: HRD covers all practices that contribute to enhance the contribution of people to the organizational objectives: competence development, satisfaction to the human requirements of organization development, training, internal career paths etc. The term 'development social' is often used synonymous with HRD.

Germany: There is no field defined as HRD. Personnel specialists in Management schools do some research.

Japan: The concept of HRD can be identified by three terms: Noryukukathatu (development of individual abilities); Jinzaikesei (formulation of a mastery level of human resources through the work system and training), and Jinzaiikusei (fostering of development of human resources through management of human resource process. Individual development, career development and organization development are the three major components of HRD in Japan.

Korea: Most Korean staff treats it as equivalent to Training and Development. OD, CD and T&D are included some times.

United Kingdom: HRD is relatively a new concept which has yet to become fully established and accepted, whether within professional practice or as a focus of academic inquiry. Key elements include: Activities and processes which are intended to have impact on organizational and individual learning; planned interventions in individual and organizational learning; interventions that are intended to change organizational behavior; strategic, long term, cultural and organizational changes.

Singapore: In Singapore major public agencies describe HRD as the activities related to knowledge and skills development through organizational and community development through education, training and re-training, in a lifelong learning process for improving productivity at the personal, organizational and community levels.

Lee (20001) argued that the notion and practice is dynamic, ambiguous and ill determined and hence any attempt to define HRD may do dis-service to the development of those who wish to become HRD professionals. Lee concludes in this paper on "Refusal to define HRD, "Each of us, in our professional lives, and carries some responsibility as we contribute to what HRD is becoming. We need to be aware that to attempt to define HRD is to serve political or social needs of the minute- to give the appearance of being in control. Instead he suggested that we seek to establish, in a moral and inclusive way, what we would like HRD to become, in the knowledge that it will never be but that we might influence its becoming" (p1078).

REVIEW OF LITERATURE

Debi Saini (2010). The replacement of traditional personnel management by human resource management (HRM) in the nineteneighties in the UK and the USA led to generation of voluminous research literature especially in these two countries. Gradually, this thinking reached to other locales through the benchmarking of HR practices of multinational companies (MNCs), which they spread globally at an unusual speed. These developments clashed with the well-entrenched pluralism in industrial relations (IR) that was being celebrated as a fundamental workplace value especially in the European countries. But the strategic use of HRM attacked and eroded the edifice of pluralism even where it had taken strongest possible roots. These new developments led to intensification of critical HRM literature. Around now, the debate on HRM discourse seems to have nearly concluded after being in the heat for more than two decades. The participants in this debate were mainly British scholars, but to some extent scholars from continental Europe and the USA as well. During this period came the outstanding, and perhaps the most quoted, HRM work of Karen Legge that focused on whether HRM was different from traditional personnel management.

Talking of the promises of HRM and its future agenda for the pluralistic societal goals, she gave quite a dismal picture highlighting the unitarist designs of employers for securing competitive advantage at the expense of fairness in employee relations. Mismatch in the Educational or Vocational Training Curriculum and the needs of the Power Sector set for an explosive growth Industry are posing a new challenge in inducting fresh manpower for the Organization's expansion programs or entry into Power Sector. The Power Sector is evolving new technologies for higher productive, more automated, more IT based, leaves big gaps in the requirements. The Power Sector has traditionally been using on the job training after a small induction orientation program. There is a skill gap even for re-employed (experienced) manpower, if they have not kept themselves updated (Chawla; 2012).

To meet the skilled manpower shortages, employers have taken initiative not to let the mature workers be a neglected Human Resource for meeting the Organization's needs and increasing productivity. The Council for Adult and Experiential Learning (CAEL) and the Council on Competitiveness (CoC), both these organizations in US which specialize in adult learning and economic competitiveness, have joined together in this regard.

"Technology related skill gaps (if not corrected) will damage the Indian Economy - Studies warn. Studies also conclude 75% of Technical Graduates & 85% of General Graduates are Unemployable by India's High Growth Global Industries, unless Skills are added (The Wall Street Journal) and India Aspires to be a Knowledge Superpower. In Asia Pacific market Employers (45%) facing difficulty in Job filling because of Lack of Available Talent (Talent Shortage Survey 2011). Indian has to take fast action on taking advantage of its demographic strength which is >50% Population < 35 Yrs. Power Sector need totally Technology Based skills.

Young people are key players needed for the rapid growth and development of all countries. However, in most countries, young people are constrained by factors that limit their contributions to the society; chief among these is the lack of employment opportunities. Employment is one of the basic indicators of the economic health of a nation; its consequences do not only manifest itself in household poverty but also lead to losses to the economy as a whole in terms of potential output and reduction in human capital (World Bank, 2009).

AjibolaAyodejiet al., (2014). Analyzing the prospects of any employment programme involves evaluating factors such as the social benefits of such programme, its impact on the economic well-being of its beneficiaries, its current challenges, and the view of major stakeholders about the financing and long term sustainability of such programmes. In a survey conducted on YES-O cadets to know other social benefits they have gained from their participation in the scheme since their enrollment; 32% opined that the programme has helped them become busy thereby limiting frustrations and depressions that accompanies periods of unemployment, 10% were of the opinion that the scheme has enabled them increase their social and business connections, 17% noting a reduction in their involvement in anti-social vices such as prostitution, armed robbery etc, while 35% of the cadets said they have not benefitted anything since their enrollment in the scheme.

In reality, the youth represents the unskilled workers with their demand declining in periods of recession. As a result, they get squeezed out of employment, as employers raise their requirements in terms of experience, previous training and skills. In sum, Reder (1964) believed that changes in industrial and occupational structures of jobs reflected in changes in skills and labour requirements of employers had minimal effect on the trends of youth unemployment in the past decades, but that youth unemployment has been sensitive to the general economic activity (recessions and expansions), and that the probability of youth having access to employment opportunities can be improved by making them employable through training.

Daniel Disalvo (2014). For a case study in how public-sector unions manipulate both supply and demand, consider the example of the California Correctional Peace Officers Association. Throughout the 1980s and '90s, the CCPOA lobbied the state government to increase California's prison facilities since more prisons would obviously mean more jobs for corrections officers. And between 1980 and 2000, the Golden State constructed 22 new prisons for adults (before 1980, California had only 12 such facilities). The CCPOA also pushed for the 1994 "three strikes" sentencing law, which imposed stiff penalties on repeat offenders. The prison population exploded and, as intended, the new prisoners required more guards. The CCPOA has been no less successful in increasing members' compensation: In 2006, the average union member made \$70,000 a year, and more than \$100,000 with overtime. Corrections officers can also retire with 90% of their salaries as early as age 50. Today, an amazing 11% of the state budget more than what is spent on higher education goes to the penal system. Governor Arnold Schwarzenegger now proposes privatizing portions of the prison system to escape the unions' grip though his proposal has so far met with predictable (union supported) political opposition.

Paul (2010) the crucial R&D needs required to bridge the technology gaps in various subsections of power sector (generation, transmission & distribution) are identified and prioritized. The R&D needs aim at either improving design of an individual plant component and/ or evolving cost effective overall process R&D needs also include the emerging convergence of power sector with IT, electronics and communication to improve the control and instrumentation system, data acquisition system and the monitoring of system performance parameters.

CHANGING NATURE OF HRM

Human resource management in the Public Service will result in diverse competent and well managed workforce; capable of and committed to delivering high quality services to the people. Human resource management in the Public Service should become a model of excellence, in which service to society stems from individual commitment instead of compulsion. The management of people should be regarded as a significant task for those who have been charged with the responsibility and should be conducted in professional manner. Human resource management within the Public Service will need to undergo fundamental change in order to actualise the following management principles:

- Increased delegation of managerial responsibility and authority to national departments and provincial administrations and, within departments, the delegation of day-to-day management decisions to line managers.
- The development of a service delivery-oriented, multi-skilled and multi-cultural workforce.
- The continuing drive for efficiency and effectiveness.
- Creating a flexible environment that takes into account both the operational needs of the organisation and the needs of the employees.

Marilyn; Mary Lou (2002) in the article "Human Resources Management in the Public Sector," describes how the special issue came about and presents a number of governmental initiatives spearheaded by the U.S. Office of Personnel Management, corporate HR for the federal government. This article also showcases one state and one municipal government with award-winning HR departments. The article highlights the empirical research supporting government competency models, innovative assessments, and surveys of organizational culture and customer satisfaction. With nearly two million civilian employees, the federal government is the largest employer in the country.

Human resource management encompasses the traditional personnel functions of recruitment, selection, training, motivation, compensation, evaluation, discipline, and termination of employees. Each of those tasks demands particular skills. Increasingly, human resource management is being recognized for its strategic importance to organizations and jurisdictions, and is moving beyond its traditional position as a monitor of compliance. This course is designed to provide you with an understanding of the evolution of human resource management policies and practices, and how changes over time reflect shifting societal values and environmental circumstances. Our emphasis is on improving understanding of the historical context and current conditions of public sector HRM and developing basic skills necessary to be an effectively manage human resources.

Within the public sector, many of the most visible and interesting controversies, such as affirmative action, employee ethics, sexual harassment, drug testing, and labor-management relations, are part of human resource management. Human resources also account for the largest percentage of the operating budget for most public agencies, and public administrators must have both an appreciation for the costs of personnel decisions and the ability to project those costs. In addition, constitutional, statutory and regulatory requirements often constrain personnel decisions and actions in the public sector, and public administrators must have a working knowledge of these legal guidelines. Public administrators must recognize the political aspect of human resource management. Human resource management policies and techniques are developed, implemented and evaluated in a public (read political) context. Public sector HRM practices effect the selection and experiences of government employees which, in turn, affects public policy. In order to make and implement effective human resource management policies, administrators need an appreciation of the political and historical context in which the policies have developed to date. In the current environment, a professional public administrator must be prepared to advocate for the strategic importance of human resources, find ways to be flexible and responsive to change, adapt to changing patterns of employment and intersectoral relations, utilize technology to more effectively communicate with prospective and existing employees, and develop more sophisticated and effective methods of measuring and rewarding performance (Ingraham and Rubaii-Barrett, 2007).

TECHNOLOGY AND SOFT SKILL REQUIREMENTS

In the last few years, the number of Skill development Institutes, Engineering colleges, business schools and enrolments has gone up in India. There is demand & Supply gap felt in the power sector whether by the people and industry and yet Industry is not getting what they require in terms of qualitative inputs Industry requires from the new entrants to the Industry.

The HR Team in addition to Power Sector needed skills have also to focus on

- Communication Skills: ability to effectively communicate and productively contribute in developing an Harmonious environment in the organization and also with the customers
- Lifelong Learning (LLL): For fast technological change and expansion plans of the Organisation , willingness to continuously learn,
- Problem Solving: Managing information capability, provide support through documentation appropriate for the official requirement and knowledge of contemporary developments, identifying problems and suggesting solutions
- Professionalism: Appreciating and remaining committed to professional, social and ethical responsibilities, observing professional discipline and considerate about the impact of workplace on local and global context.
- Teamwork: ability to function in multidisciplinary and multicultural teams as member/leader and promote dynamic working relationships and outcomes.
- Updating Oneself: Self Learning: the ability to keep on updating through web is a provider of the latest practices that might be productive for one's work place.

The task of acquiring sound and credible employees belongs to the human resource development practices influencing Training and Development and Welfare Measures. Since, HRD is a known field under the concept of management, it is expected that several theories, models tools have been developed to promote its manifestations.

SOCIAL SECURITY LAWS IN INDIA

Social security is defined in its broadest meaning by the International Labour Organization (ILO) as: -

"The protection measures which society provides for its members, through a series of public measures against economic and social distress that would otherwise be caused by the stoppages or substantial reduction of earnings resulting from sickness, maternity, employment injury, unemployment, disability, old age, death, the provision of medical care subsidies for families with children."

India's social security system is composed of a number of schemes and programs spread throughout a variety of laws and regulations. Keep in mind, however, that the government-controlled social security system in India applies to only a small portion of the population. Furthermore, the generally accepted concept of the social security system includes not just an insurance payment of premiums into government funds (like in China), but also lump sum employer obligations (Dezan Shira (2013)). Generally, India's social security schemes cover the following types of social insurances:

- Pension
- Health Insurance and Medical
- Maternity
- Gratuity
- Disability

While a great deal of the Indian population is in the unorganized sector and does not have an opportunity to participate in each of these schemes, Indian citizens in the organized sector (which include those employed by foreign investors) and their employers are entitled to coverage under the above schemes. The applicability of mandatory contributions to social insurances is varied. Some of the social insurances require employer contributions from all companies, some from companies with ten or more employees, and some from

companies with twenty or more employees.

The principal social security laws enacted in India are the following:

- i. The Employees' State Insurance Act, 1948 (ESI Act) which covers factories and establishments with 10 or more employees and provides for comprehensive medical care to the employees and their families as well as cash benefits during sickness and maternity, and monthly payments in case of death or disablement.
- ii. The Employees' Provident Funds & Miscellaneous Provisions Act, 1952 (EPF & MP Act) which applies to specific scheduled factories and establishments employing 20 or more employees and ensures terminal benefits to provident fund, superannuation pension, and family pension in case of death during service. Separate laws exist for similar benefits for the workers in the coal mines and tea plantations.
- iii. The Workmen's Compensation Act, 1923 (WC Act), which requires payment of compensation to the workman or his family in cases of employment related injuries resulting in death or disability.
- iv. The Maternity Benefit Act, 1961 (M.B. Act), which provides for 12 weeks wages during maternity as well as paid leave in certain other related contingencies.
- v. The Payment of Gratuity Act, 1972 (P.G. Act), which provides 15 days wages for each year of service to employees who have worked for five years or more in establishments having a minimum of 10 workers.

CONCLUSION

Training and development remains a major component of human resource development. By definition human resource is the manpower; employee or worker required by an organisation, be it public or private to enable it achieving its predetermined objectives, the purpose for which it is set up. It could mean the entire human resource (skilled, semi-skilled and unskilled) available within the country. Human resource development or otherwise manpower development is a continuous process of impacting new information, skills, attitude and ideas to employees dictated by the requirement of job change. It is a means of overcoming employee obsolescence through education and training. In other words, HR-development is a means by which employees are kept current on their official duties, this means in effect that it is the process of preparing the total quantitative and qualitative human asset in a nation or organisation so that they can move with the nation or organisation as they develops, change and grow. In economic term, it could be describe as the accumulation of human capital and its effective investment in the development of a nation's economy. In political term, manpower or HR development prepares people for adult participation in political process particularly as a citizen in democratic country. On the whole, HRD is the process of planning and controlling the way in which a person's performance and potentials are developed by training and educational development programmes.

The success of an organization largely depends upon the quantity and quality of Human Resources that it is able to attract & retain. Human resources are one of the most vital assets of an organization. It is the people who make other resources moving. The placement of right kind of people in right numbers, at the right place and right time is the basic function of Human Resources management. Human Resource Planning (H RP) is a step in Human Resource Management. The process of identifying how many people to select, at what job and at what time is called Human Resource planning. Human Resource Planning is to get the right number of employees with the right skills, experience, and competencies in the right jobs at the right time and at the minimum cost. This Human Resource part of an organization ensures that the business production requirements are met in an efficient and effective manner. Having too many employees is challenging due to the risk of high labour expenses, downsizing, or layoffs. Having too few employees is also difficult due to high overtime costs, the risk of unmet production requirements.

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Ayesha Sultana

**Assistant Professor, Department of Commerce,
Government First Grade College, Raichur, Karnataka, India.**

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