

CHAPTER –I

HUMAN RESOURCE DEVELOPMENT – DOMAIN

CONCEPTUAL FRAMEWORK

Chapter-I introduces the HRD domain and its conceptual framework the focus in aspects are training and development, relevance of training, methods of training, performance appraisal, need of performance appraisal and method of appraisal. The researchers also present the career planning, benefits of the career planning and potential appraisal.

1.0 Introduction

HR Domains -- An Ever Expanding One

The HRD domain has been changing and expanding with the change of time. Many authors have tried to depict the domain by including even minor aspects where as some have broadly classified the domain to include such issues as training and development, performance appraisal, career planning potential appraisal, potential appraisal and career planning. In the present study the researcher has tried to follow the broader connotations of HRD domain rather than the elaborate one.

1.1 TRAINING AND DEVELOPMENT

Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every organization has to develop through Human Resource Development. Employee training and development is the important domain of HRD. After the personnel are recruited, selected, placed and inducted they must be properly trained.

In the development of human resources, the training and development functions are combined together for developing skills as well as basic aptitudes leading to continued personal growth. Training and development include training of employees to perform their jobs and the retraining of employees as their job requires change¹.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skill oriented. Instead, it provides general knowledge and attitudes, which are helpful to employees. Effort towards development often depends on personal drive and ambition².

Development is less skill oriented, but stresses on knowledge about business environment, management principles and techniques, human relations³.

Peter Drucker had defined that training is a critical activity since this helps in improving skills, attitudes and knowledge. The only area of possible differential advantage for an organization over the others is the quality of its human inputs - people's skills, capabilities, accomplishments and activities. Training is the process by which individuals acquire, through practical experience, knowledge, skills and attitudes.

Training is always with a purpose. It is a means for maintenance and improvement of the level of performance of a person in a section or a department⁴. Dale S. Beach defines training as "the organized procedure, by which people learn knowledge and/or skill for a definite purpose. In other words training improves, changes, moulds the employers' knowledge, skill, behavior, aptitude and attitude towards the requirements of the job and organization. Training refers to the teaching and learning activities carded on for the purpose of helping members of an organization, to acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization⁵.

Training is rightly viewed as the most vital component of HRD. It is an on--going continuous process rather than a one-shot activity: New challenges, new problem, new procedures, new methods, new equipment and techniques, new knowledge and new jobs are constantly creating the need for employee's training⁶.

Today the efficiency of any organization depends directly on how well its members are trained. Newly appointed employees need some inductive training before they take-up their work. Likewise senior employees require training to cope with the new demands of their new jobs due to transfers and promotions. Thus

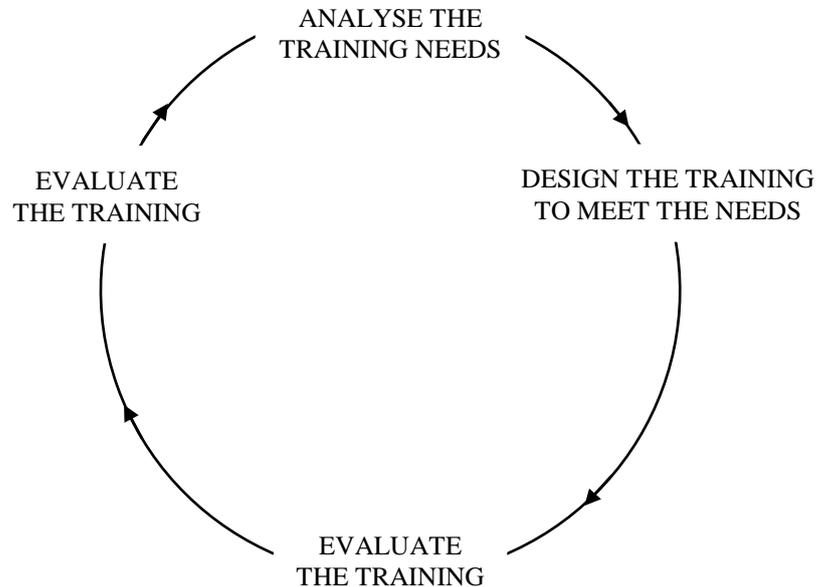
training is important for all employees of the organization. The essential purpose of management training in any organization is to develop such skill, attitude, and knowledge, which contribute to the growth of individual as well as organization⁷.

Training bridges the differences between job requirements and employees present specification. So training could be designed either for improving present capacities at work or for preparing a person for assuming higher responsibilities in future. This would necessitate additional knowledge and superior skills. No matter how systematically and scientifically the employees have been selected and inducted, and how much competence, aptitude and commitment they have got for their jobs, appropriate training is essential⁸. Edwin B Flippo says that, - "Training is the act of increasing knowledge and skill of an employee for doing particular job⁹". According to Mathis and Jackson, "training is defined as a learning process whereby people acquire skills, concepts, attitudes or knowledge to aid in the achievement of goals¹⁰".

In the opinion of A.Decenzo and Stephen P.Robbins, "training may mean changing what employees know, how they work, their attitudes towards their work or their interactions with their workers or their supervisors¹¹". Training normally concentrates on the improvement of operative skills, interpersonal skills, decision-making skills or a combination of these¹².

Subba Rao has emphasised on increasing the knowledge and skills of employees doing a particular job through training¹³. Training is a wide spectrum of learning needs, job knowledge, skill management and human relations training¹⁴.

Exhibit – 1.1
TRAINING CYCLE



Training and development Need = Standard Performance – Actual performance¹⁵.

According to Price, a training need exists when there is a gap between the present performance of an employee or group of employees and the desired performance¹⁶. The existence of this gap can be determined on the basis of "Skill Analysis" involving five steps:

- Analysis and determination of the major requirements of the specific job;
- Identification of the tasks needed to be accomplished to meet the job requirements;
- understanding of the procedures needed to accomplish each of the job tasks;
- Analysis of the knowledge & skills, needed to accomplish the procedures; and
- Identification of any special problem of the job and analysis of any particular skill needed to meet the problem.

Needs assessment diagnosis of the present problems and future challenges to be met through tobacco and development¹⁷.

Individuals may also require new skills because of possible job transfers. Although job transfers are common as organizational personnel demands vary, they do not necessarily require elaborate training efforts. Employees commonly require

only an orientation to new facilities and jobs. Assessment of training needs occurs at the individual as well as group levels. Any change in the organization's strategy necessitates training of group of employees. For example, when the organization decides to introduce a new line of products, sales personnel, and production workers have to be trained to produce, sell and service the new products¹⁸.

Training can also be used when high scrap or accident rates, low morale and motivation, or other problems are diagnosed. Although, training is not a all-in-all, such undesirable happenings reflect poorly trained work force.

There are eleven techniques for determining training needs as listed by the research committee of the American Society of Training. They are; 1) Observations; 2) Management Requests; 3) Interviews; 4) Group Conference; 5) Job or Activity Analysis; 6) Questionnaire Surveys; 7) Tests or examinations; 8) Merit or performance rating; 9) Personnel records; 10) Business and production reports and 11) Long range organisational planning¹⁹.

1.1.1 RELEVANCE OF TRAINING

Flippo lucidly discusses several advantages of training. These include increased Productivity high morale, and reduction in the level of supervision, increased organizational stability and flexibility as also reduction in accidents²⁰.

Organizational efficiency, Productivity, progress and development to a greater extent depend on training. Organizational objectives like viability, stability and growth can also be achieved through training²¹.

1.1.2 METHODS OF TRAINING

A multitude of methods of training is used to train employees. Training methods are categorized into two groups. 'On the job' and 'Off the job' methods. On the job methods refer to methods that are applied in the work place, while the employee is actually working. Off the job methods are used away from work place.

(i) On - the job methods

1. Orientation Training
2. Job-instruction Training
3. Apprentice Training
4. Internships and assistantships
5. Job-rotation
6. Coaching

(ii) Off - the job methods

- | | |
|----------------------------|------------------------------|
| 1. Vestibule Training | 1. Films and Audio visuals |
| 2. Lecture method | 2. Brain storming |
| 3. Group discussion method | 3. Programme learning method |
| 4. Case-study method | 4. Interface- method |
| 5. Incident methods | 5. Conference method |
| 6. Exercises | 6. Seminar |
| 7. Questionnaires | 7. Simulation |
| 8. Visiting Faculty scheme | 8. Observation tools |
| 9. Role playing method | 9. Programmed instructions |

1.2 Performance Appraisal

Formal appraisal of an individual's performance began in the **wei** dynasty (221-265 AD) in China, where an imperial rather appraised the performance of member of the official family. In 1883 the New York City civil service in USA introduced a formal appraisal programme shortly before World War I. Recent research show that at present more than three-fourths of American companies have appraisal programmes to measure employees performances. A formal appraisal programme has been perceived to be equally important in Indian business and industry and a number of fares conduct it in one form or the other²².

M. N. Rudrabasavaraj gives a summary of two research studies in India. It points out similarities and differences in the purpose of performance appraisal between samples of Indian and American companies. It also highlights the many variations in the practice of Indian public and private sector companies. American

companies use performance appraisal mainly to determine wage increase, promotions and transfers. There is little emphasis on providing feed back to employees and assessing the need for their further training. Indian companies, in contrast, use performance appraisal for training and development, providing feed back to employees and personnel research. They also use it in determining wages, promotions and transfers as do the American companies²³.

Broadly speaking the performance appraisal is used²⁴ for:

1. Identifying employees for salary increases, promotion, transfer and lay-off or termination of services;
2. Determining training needs for further improvement in performance;
3. Motivating employees by indicating their performance levels; and
4. Establishing a basis for research and reference for personnel decision in future.

Performance Appraisal is a method of evaluating the behaviour of employees in the work spot, normally including both the quantitative and qualitative aspects of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well as individual is fulfilling the job demands²⁵.

In order to find out whether an employee is worthy of continued employment or not, and if so, whether he should receive a bonus, a pay rise, or promotion, his performance needs to be evaluated from time to time²⁶.

The properly conducted performance appraisals not only let the employee know how well he is performing but should also influence the employees future level of effort, activities, results and task direction²⁷. Performance Appraisal not only evaluates the performance of a worker but also his potential for development²⁸.

According to Dale Yoder, "Performance is always measured in terms of results and not efforts". The term performance appraisal refers to all formal procedures used in working organizations to evaluate personalities and their contributions²⁹.

In the words of Heyel, it is "the process of evaluating the performance and qualifications in terms of requirements of the job which he is employed for the purpose of administration, including placement, selection, promotion, providing financial rewards and other action affecting all members equally³⁰.

According to Douglas McGregor, formal performance appraisal plans are the means of telling a sub-ordinate how he is doing and suggesting needed changes in his behavior, attitudes, skills, and job knowledge³¹.

Fred Luthans, is of the view that performance appraisal can be used not only for wage increases, transfers and promotions, but also as a means of communication, motivation and development of all employees in the organization. The basic purpose is to find out how well employees are performing the job and establish a plan of improvement³².

Performance Appraisal is not a job evaluation, but there are several synonyms of the phrase performance appraisal, such as performance evaluation, merit rating, behavioral assessment, progress report, confidential report and personnel review. In fact, performance appraisal encompasses other aspects like skills, relationships, attitudes and in some cases personality trait also. Appraising the performance of individuals, groups, and organizations is a common practice of all societies while some instances these appraisal processes are structured and formally sanctioned. Generally we evaluate our own action consciously or unconsciously time to time³³.

Appraisal system works as a part of the strategy to enable managers and executives to set their 'objectives, make them understand what the company expects them to do, determine whether they make the contribution expected of them; examine where they stand in their performance and to make appropriate compensation for their efforts and reward (or punishment) for what they have achieved (or not achieved) for the organization³⁴. This itself is the reason why an appraisal system is essentially a part and parcel of every Human Resource Development System³⁵.

1.2.1 Objectives of Performance Appraisal

The main objectives of Performance Appraisal³⁶ are;

- a) To effect promotions based on competence and performance;
- b) To confirm the services of probationary employees after the completion of their probationary period;
- c) To assess the training and development needs of employees;
- d) To decide upon a pay raise
- e) To let the employees know where they stand in so far as their performance is concerned and to assist them with constructive criticism and guidance for the purpose of their development.
- f) To improve communication, Performance appraisal provides a format for dialogue between the superior and the sub-ordinate and improves understanding of personal goals and concerns. This can also have the effect of increasing the trust between the Appraiser and Appraisee.
- g) Finally, performance appraisal can be used to determine whether human resource programmes such as selection, training and transfers have been effective or not.

Thus it is clear that performance appraisal seeks to provide an adequate feed back to each individual for his or her performance, it serves as a basis for improving or changing behavior towards more effective working habits, and aims at providing feed back to managers also with which they may judge future job assignments and compensations³⁷.

Moreover it is assumed that performance appraisal is likely to provide the individuals with an improved understanding of their job, responsibilities, relationships, with their work associates, functions expected in their roles and their training requirements. Further the evaluation process is likely to assist the superiors in acquiring increased understanding of their sub-ordinates work behavior, the work itself and their individuals, strengths and weaknesses and develop a team work among the participants in organizational setting³⁸.

The primary objective of performance appraisal system is the organizing human resources through development of individual employee. It facilitates valid data

based on explorations in the field and developmental needs like training placement, and promotions. According to Cuning, the overall objectives of performance appraisal is to improve the efficiency of a enterprise by attempting to mobilise the best possible efforts from individual employees. Such appraisals achieve the objectives through salary reviews, training of individuals, planning job rotation and promotions³⁹.

The ultimate purpose of performance appraisal⁴⁰ is to maximize organizational output by

1. Motivating managers and sub-ordinates by clarifying expectations and improving communication and mutual understanding of organisational problems;
2. Providing a basis of salary increase, bonus, promotion and extrinsic or intrinsic rewards (or punishments); and
3. Coaching and developing employees based on their strengths, weaknesses and needs.

1.2.2 Need and Importance Of Performance Appraisal

Now a days, an increasingly large number of business organisations are introducing appraisal systems, this is due to the widespread belief that an appraisal system, if properly implemented ensures a rational basis for evaluating performance and thereby serves as a powerful motivational tool⁴¹.

McGregor has pointed out that formal performance appraisal plans are designed to meet the following needs⁴²:

1. they provide systematic judgement to back up salary increases, transfers, demotions or termination;
2. they are means of telling a sub-ordinate how he is doing and suggesting needed changes in his behaviour, attitudes, skills, or job knowledge and also makes him know where he stands; and
3. they are used as a means for coaching and counselling the individuals by the supervisor.

Norman analyses the need of emotional security as one of the primary need that all employees seek to satisfy on the job⁴³. Edgor Aranha has emphasised that it is a novel tool used to monitor performance and thereby increases motivational level

efficiency and quality of results, which affect the individual and also the organisation⁴⁴.

1.2.3 Methods of Appraisal

Numerous methods have been devised to measure the quantity and quality of employees job-performance. Each of the methods discussed could be effective for some purposes, for some organisations. None should be dismissed or accepted as appropriate except as they relate to the particular needs of the organisation for a particular type of employee⁴⁵.

Broadly all the approaches to appraisal can be classified into -

- A) Traditional Methods
- B) Modern Methods

Each group has several techniques.

A) Traditional Methods

1. Graphic Rating Scales
2. Ranking Method
3. Paired Comparison Method
4. Forced Distribution Method
5. Check List Methods
 - a) Simple Check List
 - b) Weighted Check List
 - c) Critical Incident Method
6. Easy or Free From Appraisal
7. Group Appraisal
8. Confidential Reporting

B) Modern Methods

1. Behavioural Anchored Rating Scale
2. Assessment Centre Method
3. Human Resource Accounting
4. Management By Objectives
5. Psychological Appraisal

1.3 Career Planning

Individuals Career Planning assumed greater significance with the unparalleled growth and speed of knowledge, phenomenal increase in educational and training facilities and widespread increase in job opportunities. Similarly organisational career, planning also gained importance with the change in technology, human needs values and aspirations, increase in organisational size, complexity and number of openings at different level⁴⁶. Career planning is an integral aspect of human resource development and hence it occupies a crucial place in human resource planning⁴⁷.

Organisational involvement in career planning is increasing, however employees especially middle level management desire a career, not "just a job". Many of today's employees have high expectations about their jobs. There has been a general increase in the concern for the quality of life. Employees expect more from their job than just income. A further impetus to career planning is the need for organisations to make the best possible use of their most valuable resources - "People"; - in a time of rapid technological growth and change. A career development system is a formal, organised, planned effort to achieve a balance between individual career needs and organisational work force requirements. It is a mechanism for meeting the present and future human resource needs of an organisation. Basically career development practices are designed to enhance the career satisfaction of employees and to improve organisational effectiveness⁴⁸.

A career is all the jobs that are held during one's working life⁴⁹. Edwin B.Flippo defined a career as a sequence of separate but related work activities that provides continuity, order and meaning in a person's life⁵⁰. Douglas T.Hull defined a career as "an individually perceived sequence of attitudes and behaviours associated with work related experiences and activities over the span of the person's life⁵¹.

Keiths and Davis defined various terms of career planning: -

A Career Path is the sequential pattern of jobs that form a career.

Career Goals are the future positions one strives a part of a career.

Career Planning is the process by which one selects career goals and the path

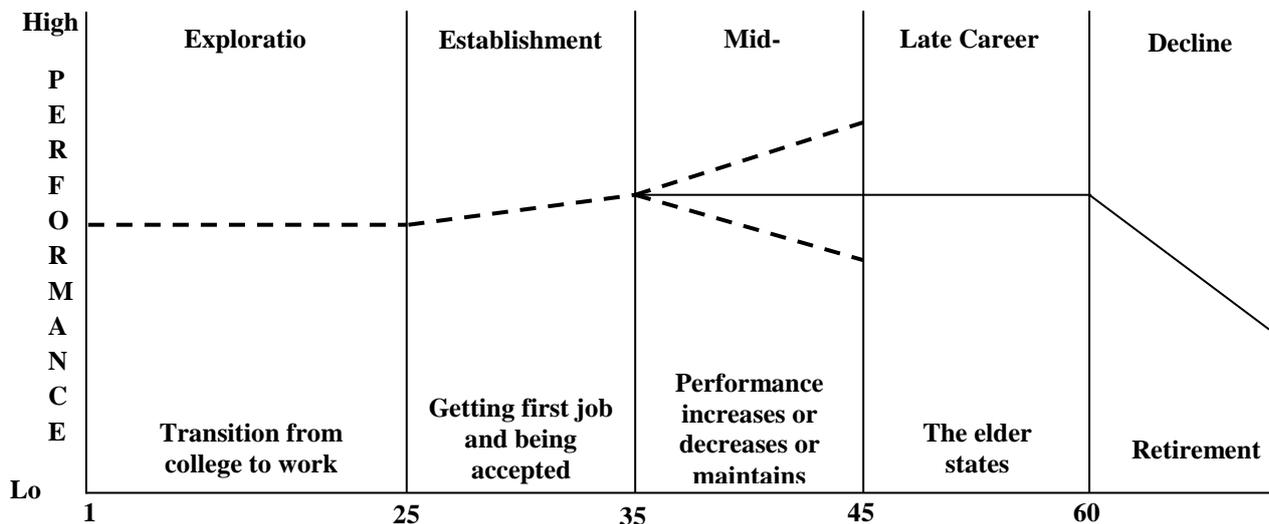
to these goals.

Career Development is those personal improvements one undertakes to achieve a personal career plan⁵².

Career Management is the process of designing and implementing goals, plans and strategies to enable the organisation to satisfy employee needs while allowing individuals to achieve their career goals⁵³.

Exhibit – 1.2

STAGES IN CAREER DEVELOPMENT



According to E.H.Schein, A career may undergo four stages, viz. exploration, Establishment, Mid-Career and Late Career⁵⁴.

The HRD philosophy is that people perform better when they feel trusted and see meaning in what they are doing. In the HRD system, corporate growth plans are not kept secret. Long range plans for the organisation are made known to the employees. Employees are helped to prepare for change whenever such change is planned; in fact, the employees help to facilitate the change. Major changes are discussed at all levels to increase employee understanding and commitment. Most people want to know the possibilities for their own growth and career opportunities.

Because managers and supervisors have information about the growth plans of the company. It is their responsibility to transmit information to their sub-ordinates and to assist them in planning their careers within the organisation. Of course, the plans may not become reality, but all are aware of the possibilities and are prepared for them⁵⁵.

1.3.1 Need For Career Planning:

Career planning is necessary due to the following reasons:

- To attract competent persons and to retain them in the organisation;
- To provide suitable promotional opportunities;
- To enable the employees to develop and make them ready to meet the future challenges;
- To correct employee placement;
- To reduce employee dissatisfaction and turnover;
- To improve motivation and morale; and
- To promote job-satisfaction among employees

Table 1.3

Training Needs within Career Stages

<i>Stage</i>	<i>Task Needs</i>	<i>Emotional Needs</i>
Trail	Varied job activities self-exploration	Making preliminary job choices setting down
Establishment/ advancement	Job Challenge Developing creativity and innovation Rotating into a new area after 3-5 yrs	Dealing with rivalry and competition; facing failures Dealing with work-family conflicts Support Autonomy
Mild-career	Technical Updating Developing skills in coaching others Rotating into a new job requiring new skills Developing a broader view of work and role in firm	Expressing feelings about mid-life Reorganizing thinking about self in relation to work and family Reducing self-indulgence and competitiveness
Late career	Planning for retirement Shifting from a power role to one of consultation Identifying and developing successors Beginning activities outside the organisation	Support and counselling for seeing one's work as platform for others Developing a sense of identity through extra organizational activities

Source: D.T.Halland M.A.Morgan, career Development and planning. In K.Pearlman, F.L.Schmidt, & W.C.Hammer [eds], Contemporary problems in personeel, New York; John Wiley and sons, 1983, p 229.

Table 1.4
Organisational And Individual Career Planning

<i>Organisational Career Planning</i>	<i>Individual Career Planning</i>
Human resource needs development	Identifying your interests, skills, and potential
Upgrading of human resources for increased productivity Career paths definition	Identifying your life-goals and career goals Developing a written plan (including schedule)
Assessment of individual potential job	Seeking and obtaining the best first
Matching of organizational needs & career needs Career counseling for quality of work life	Communicating to management your career plan Seeking counsel from your manager and from the HR organization on career plans and progress
Audit and control of the career planning and development system	Evaluation internal and external (other company opportunities) Seeking aid from sponsors Making known (publicizing) yourself and your accomplishment

1.3.2 Process of Career Planning And Development

Steps in career planning and development includes:-

- a) Analysis of individual skills, knowledge, activities, aptitude etc.,
- b) Analysis of career opportunities both within and outside the organization.
- c) Analysis of career demands on the incumbent in terms of skill, knowledge, abilities, aptitudes etc., and in terms of qualifications, experience and training received etc.
- d) Relating specific jobs to different career opportunities.
- e) Establishing realistic goals both short-term and long-term.
- f) Formulating career strategy covering areas of change and adjustment.
- g) Preparing and implementing action plan including acquiring resources for achieving goals;

1.3.3 BENEFITS OF CAREER PLANING

Career Planning benefits not only the individual employee, but also the organisation. Career planning and development programmes help enhance employees job performance and thus the overall effectiveness of the organization. By developing employees for future positions, an organisation is assured of a supply of qualified, committed employees to replace the higher level employees. This facilitates internal stuffing of the organisation and reduces the loss of internal recruiting and selection. In addition, a career planning strategy enables organisations to develop and place employees in position compatible with their individual career interests, needs and goals.

1.4 POTENTIAL APPRAISAL

In organisations that subscribe to HRD, the potential (career enhancement possibilities) of every employee is assessed periodically. Such assessment is used for developmental planning as well as for placement. It is assured under this system that the company is growing continuously. In such cases the company expands in scale, diversifying its operations introducing technological changes or entering new markets⁵⁶.

A dynamic and growing organisation needs to continually review its structure and systems, creating new roles and responsibilities. Capabilities to perform new roles and responsibilities must continually be developed among the employees. The identification of employee potential to ensure the availability of people to do different jobs helps to motivate employees in addition to serving organisational needs.

The superior of a group of employees assesses the potential of each of them to perform different (usually higher level) functions on the basis of the superior's observations and experiences during that period. Of course, many superiors see their sub-ordinates doing only those jobs to which they are assigned. The ideal way to judge a person's potential would be to try the person on each job for which his potential is being assessed. This is not possible in most organizations. So simulation of activities are prepared to provide some information about the potential of employees in specific areas.

There is one simple distinction between performance appraisal and potential appraisal. The former is a good system to know as to how an officer is doing his job, where as the later helps in identifying potential of a given employee for a particular job at a particular level of organisation hierarchy. A good potential appraisal system helps the management in identifying employee who may at present not have the capability to handle higher jobs, but his capability could be improved through job rotation, training, promotion and transfer.

In view of phenomenal increase in roles, there is great stress on manpower planning. Hence within the short span of time right employee has to be placed on right job. In HRD organisations every supervisor has the responsibility to ensure the development of his or her sub-ordinates in relation to the capabilities required to perform their jobs efficiently.

In inference the foregoing analysis has thrown light on the domain of HR and gives a vivid account of the conceptual background of aspects like training and development, performance appraisal, career planning and potential appraisal. In the ensuing chapters the perceptions of employees are analysed based on the data collected from ITC Limited., ILTD Division, Chirala, A.P.

1.5 SUMMARY

Individual and organizational development is essential for their survival and attainment of mutual goals. In the development of Human resource the Training functions aim to develop the skills of employees to perform their jobs in a productive way. Training bridges the differences between job requirements and employee present specification. Organizational efficiency, productivity progress and development to a greater extent depend on training. Performance appraisal refers to the degree of accomplishment of the task. It indicates how well as individual is fulfilling the job demands.

Appraising the performance of the individual groups and organizations is a common practice to all societies. Career planning is the integral part of Human Resource Development and hence it occupies a crucial place in Human resource planning. Potential appraisal is used for development planning as well as for placement a good Potential appraisal system helps the Human resources management in identifying employees to handle his or her jobs.

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