

A STUDY ON JOB SATISFACTION OF EMPLOYEES IN TELECOM SECTOR

Ms. Nimrandeep Kaur* ; Ms. Navjot Kaur**

*Assistant Professor,
Shri Guru Tegh Bahadur Institute of Management and Information Technology,
New Delhi, INDIA
Email id: balinimrandeep@gmail.com

**Assistant Professor,
Shri Guru Tegh Bahadur Institute of Management and Information Technology,
New Delhi, INDIA
Email id: navjotkaur.sgtbimit@gmail.com

DOI: 10.5958/2249-7137.2022.00877.1

ABSTRACT:

Telecom sector has witnessed radical changes since last few years. Because of transformational changes constantly occurring with some constant up gradation in telecom sector, employees are under huge pressure to give their best. Job satisfaction study can give the most significant data the discernments and causes. For fulfillment/disappointment among the workers demeanor towards Job satisfaction might be either sure or negative. This good inclination can be re-in constrained and pessimistic sentiments can be redressed. This review can be treated as the best and effective way, which makes the specialists to without a doubt communicate their internal and genuine sentiments. For any future game-plan/improvement, which includes worker's cooperation, is thought of. The administration will get an image their representative's acknowledgment and status. This study moreover empowers to stay away from misinterpretations and helps the executives in taking care of issues really. It is seen that during concentrate on a portion of the workers acknowledged the proposition review research. Impeccably happiness and fulfillment spurs a workers to be sure with a high resolve, it is a resource for association all in all.

KEYWORDS: *Job Satisfaction, Employees, Telecom Industry.*

1. INTRODUCTION

Human asset is viewed as the most important resource in any association. It is the entirety of intrinsic capacities, procured information and abilities addressed by the abilities and aptitudes of the utilized people who contain chiefs, managers and the typical representatives. It very well might be noted here that human asset ought to be used to the most extreme conceivable degree, to accomplish individual and authoritative objectives. It is in this manner the representative's exhibition, which eventually chooses, and accomplishment of objectives. Notwithstanding, the worker execution is generally, affected by inspiration and occupation fulfillment.

The term connects with the all out connection between an individual and the business for which he is paid. Fulfillment implies the straightforward inclination state going with the

accomplishment of any objective; the end state is feeling join the fulfillment by a motivation of its goal. Work fulfillment implies nonattendance of inspiration at work.

Research laborers diversely portrayed the variables contributing of occupation fulfillment also, work disappointment.

The overview made in regards to the gig fulfillment in telecom industry will work with furthermore, empowers the administration to know the insights and internal sentiments with respect to the work they are performing on everyday premise. The term work fulfillment uncovers furthermore, centers around the preferences of the workers of telecom industry. In this specific review, the specialist attempts to distinguish the foundations for fulfillment and disappointment among the workers. So this is the best and specific instrument for diagnosing and peeping into the representative's concerns. Accordingly, the high inspiration and assurance of a worker make him to stay in the association and urge him to confront relentless contest and gives him enough dynamism to confront difficulties.

Each person has his own exceptional asset if appropriately directed it by help and supplement, eventually for accomplishing authoritative objectives. As legitimate breathing and diet are important to a solid person so are happiness to work fulfillment. This happiness at last goes about as a key calculate human asset advancement.

Indian media transmission area has arisen as a serious area of strength for motor for the Indian economy in the last 10 years with the nation seeing colossal development in a remote area. The entrance of the web and broadband has likewise gotten to the next level. The broadcast communications area has gone through a complete change all through the world throughout recent many years; mechanical advances have altered the quality and scope of administrations accessible. Additionally, improvements in the circle of IT, satellite-based TV broadcasting, and new types of correspondence, for example, email and the Internet, are obscuring the meaning of what is a phone benefits, and changing the manner in which individuals convey.

Both Idea cell and Vodafone India, in the approach to the consolidation, let go of around 5000 representatives. Vodafone bunch has additionally carried out brilliant handshakes for good entertainers who couldn't be obliged in the new element. Thought and Vodafone presently utilize about 11000 and 10,000 or more individuals separately and the two elements are probably going to restrict their head build up to 15000 levels.

Dependence Communication closes the majority of its remote business and the Tata bunch sells its portable business to Bharti Airtel, the hatchet will fall on a normal of 20,000 to 30,000 positions over the following year. Employment misfortunes emerging out of combination in the telecom area are probably going to reach out over the following year. Notwithstanding, possibilities for those laid-off are not completely disheartening: substitute positions are accessible, in spite of the fact that competitors might need to redesign their abilities and made do with lower compensations.

Dependence Jio financially sent off its administration on 5 September 2016. In the first month, Jio reported that it had obtained 16 million endorsers. Jio crossed the 50 million supporter mark in 83 days since its send-off. Society for Human Resource Management (SHRM) has met Reliance Jio with an extraordinary honor for HR Impact in People rehearses. Dependence Jio was compensated for making and sending off Jio administrations across

2. REVIEW OF LITERATURE

Maurer and Lippstreu, (2008) states that the support from employer for the personal development of the employee is a Human Resource function that aids in changing employee behavior and further it leads to employees' positive response as being occupied and pledged.

Ali and Ahmed (2009) confirmed that there is significant statistical relationship between recognition and reward, also between inspiration and contentment.

Ekaterini Galanou, (2011) focuses on the primary purpose of performance appraisal as to prepare a useful feedback to individuals so that they could enhance their performance. There are eight appropriate methods suggested: Personal improving plan, Personal appraisal, 360 degree appraisal, self appraisal, Coaching, Competence assessment, objective setting, performance related to pay.

Gurusamy and Mahendran (2013), in their scrutiny established the fact that Salary occupies the First position in the determination job satisfaction when compared with other major determinants. About 300 respondents were studied and the study is limited to automobile industries of India.

Gopinath and Shibu (2014) examined the level of promotion and transfer related to job satisfaction among BSNL employees using Job Descriptive Index (JDI) Scale. The JDI scale included pay, promotions, supervision, work and co-worker. The results demonstrated that promotion and transfer process are important praxis for human resource development and are crucial in affecting the success of an organization. The analysis further proves that promotion and transfer highly influence job satisfaction of employees in BSNL. So the 45 % employees are having job satisfaction in high level and 55 % employees having job satisfaction in moderate level.

Rashid Saeed (2014), in his study found that factors such as promotion, pay, fairness and working condition are key constituents that contribute to employee's job satisfaction. The study was conducted on 200 telecom sector employees of Pakistan and concluded that money and Payment play an important role in the job satisfaction of the telecom employees of Pakistan.

3. Research Methodology

The study used descriptive research design in collecting and analyzing data. Descriptive study design is a study in which the researcher describes a picture of a phenomenon under investigation (Kombo & Tromp, 2006).

2.1 Objective of the Study:

To study the job satisfaction of employees in telecom industry

2.2 Collection of Data:

The research plan can call for gathering secondary data as well as primary data.

2.3 Secondary Data: Secondary data are data that were collected for another purpose and already exist somewhere. It provides a starting point for research and facilitates the comparison of the research with the existing data.

The analysis of present study is based on primary as well as on secondary data. However, more emphasis will be laid on primary data.

2.4 Primary Data: As stated above, primary data are original in character and are collected a fresh for some specific purpose. The primary data will be collected through under mentioned methods.

2.5 Questionnaire: A well structural schedule of questions containing different aspects of the study will be developed and circulated to the persons concerned

2.6 Sample Size:The sample for this study was drawn from two organizations in the telecom sector. We have chosen BSNL from public sector. Following table is showing sample size for this study:

Table-1

	No of Branches (BSNL)
No of Branches	10
Employees per branch	15
Total	150

Data Analysis and Interpretations Profile of the Respondents

The profile of the respondents is given below in the form of tables on the basis of which the analysis has been made in the study.

TABLE-2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Sr.No.	Variables	Frequency	TotalNo.of Respondents	Percent(%)
1	Gender	Male	114	76.00
		Female	36	24.00
		Total	150	100
2	Age Wise Classifications	Less than 40	38	25.33
		40-50	65	43.33
		More than 50	47	31.33
		Total	150	100
3	Educational Qualifications	H.S.Cand below	28	18.67
		UG and PG	85	56.67
		Professional Degree	37	24.67
		Total	150	100.00
4	Department Wise Classification	Planning department	31	20.67
		Accounts department	35	23.33
		Commercial department	48	32.00
		Telephone revenue Department	36	24.00
		Total	150	100.00
5	Experience Wise Classification	Below 5	16	10.67
		5-10	34	22.67
		10-15	53	35.33

		Above15	47	31.33
		Total	150	100.00
6	IncomeoftheRespondent	Below10,000	14	09.33
		10,000–20,000	31	20.67
		20,000–30,000	58	38.67
		Above30,000	47	31.33
		Total	150	100.00
8	Reason forJoining thisJob	Job Security	74	49.33
		Payment package	41	27.33
		Career development	35	23.33
		Total	150	100.00
9	MotivatingFactor	Payment package	54	36.00
		Job Security	30	20.00
		Career development	21	14.00
		Welfare measures	13	08.67
		Recognition &rewards	32	21.33
		Total	150	100.00

Source Primary Data

The above table shows the orientation circulation of the respondents in the review unit. Out of 150 examples, respondents 76% is male and 24 percent is female. The table demonstrates the age appropriation of the respondents. Out of 150 example respondents, 43% of the respondents have a place with an aging bunch between 40-50 years. It is completely clear from the table that 56% of respondents are UG and PG researchers, 24% of the respondents are Professional Degree holders and 18 percent of the respondents have concentrated up to Higher Secondary levels. The above table shows the dispersion of the respondents as per their areas of expertise. Out of 150 respondents, as much as 32% of the respondents are having a place with the business division. 35% of the respondents have insight between 10-15 years followed by 31% of the respondents who have an understanding over 15 years. The respondent whose month-to-month pay is not as much as Rs, 10,000 is 9 percent of the absolute respondents. The table shows the reasons expressed by the respondents for joining this association. Out of 150 example respondents, almost 50% of respondents joined this association because of the profound level of employer stability. It very well may be gathered from the table that the association gives a profound level of professional stability to its workforce. As much as 36% of the respondents thought that the Payment bundle presented by the association is the really propelling element and 21 percent of the respondent expressed that acknowledgment and prize is the powerful rousing variable that drives in work. Around 20% of the respondents felt that the more serious level of employer stability is the viable persuading factor.

Job Satisfaction of Employees in BSNL

Level of Satisfaction over Payment Package

TABLE-3 LEVEL OF SATISFACTION OVER PAYMENT PACKAGE

S.No	Level of satisfaction	No.ofrespondents							
		Salary/wages	%	Bonus	%	Fringebenefits	%	Rewards	%
01	Highly satisfied	16	10.67	07	04.67	13	08.67	09	06.00
02	Satisfied	28	18.67	16	10.67	19	12.66	11	07.33
03	Neutral	12	08.00	06	04.00	21	14.00	15	10.00
04	Dissatisfied	53	35.33	63	42.00	57	38.00	63	42.00
05	Highly dissatisfied	41	27.33	58	38.66	40	26.67	52	34.67
	Total	150	100.00	150	100.00	150	100.00	150	100.00

Source: Primary data

Table 3 demonstrates the degree of fulfillment over the installment bundle given by the review unit. According to the table, most of the respondents are disappointed with the Payment bundle (compensation/compensation, reward, incidental advantages, and rewards) given by the review units. It is derived from the table that the work fulfillment of the representative is exceptionally low compared to the Payment bundle. The Payment bundle is one of the essential components that amplify the work fulfillment of the representatives, accordingly the association should do whatever it may take to change the current Payment bundle to further develop the work fulfillment of the representatives.

Experience of the Respondents and Level of Satisfaction over Payment Package

Table 4 displays that most of the respondents are disappointed with the Payment bundle given by the association, hence it is important to figure out whether there is any huge contrast between the experience of the respondents and the degree of fulfillment over the Payment bundle. To verify difference between experience of the respondents and their satisfaction level over Payment package a null hypothesis is framed and tested with the help chi-square test.

TABLE-4 CHI-SQUARE TEST RESULT

Sr .No	Paymentpackage	calculatedvalue	Tablevalue(0.05level)	Result
01	Salary/Wages	19.49	21.0	Notsignificant
02	Bonus	47.55	21.0	Significant
03	Fringebenefits	36.97	21.0	Significant
04	Rewards	43.71	21.0	Significant

Source:Primarydata

The chi-square experimental outcome demonstrates that there is no huge contrast between experience of the respondents and their degree of fulfillment over compensation/wages and there is a tremendous distinction between the experience of the respondents and their degree of fulfillment over reward, incidental advantages and rewards.

Level of Satisfaction over Career Development

TABLE-5 LEVEL OF SATISFACTION OVER CAREER DEVELOPMENT

Sr .No	Level ofsatisfaction	No.of respondents			
		Opportunities to Grow in career	%	Promotions	%
01	Highlysatisfied	31	20.67	35	23.33
02	Satisfied	27	18.00	16	10.67
03	Neutral	13	08.67	18	12.00
04	Dissatisfied	45	30.00	38	25.33
05	Highlydissatisfied	34	22.67	43	28.67
	Total	150	100.00	150	100.00

Source: Primary data

Table 5 shows that as much as 52% of the respondents are disappointed with the accessibility of chances to develop the vocation of the representatives and 38 percent of the respondents are happy with it. Then again 54% of the respondents are disappointed and 34 percent of respondents are happy with their advancement in the business. In this way, it could be presumed that the workers have low work fulfillment concerning vocation advancement.

Level of Satisfaction over Interpersonal Relation

TABLE-6 LEVEL OF SATISFACTION OVER INTERPERSONAL RELATION

Sr.No	Level ofsatisfaction	No.of Respondents					
		Relationship withsuperior	%	Relationship withcollogues	%	Relationship withwork	%
01	Highlysatisfied	36	24.00	57	38.00	41	27.33
02	Satisfied	48	32.00	68	45.33	56	37.33
03	Neutral	07	04.67	03	02.00	02	01.33
04	Dissatisfied	32	21.33	15	10.00	39	26.00
05	Highly Dissatisfied	27	18.00	07	04.67	12	08.00
	Total	150	100.00	150	100.00	150	100.00

Source: Primary data

It very well may be inferred from table 6 that most of the respondents are happy with the relational relations, which incorporate Relationships with predominant, relationships with colleagues, and a Sense of cooperation. In this manner, it is gathered from the table that the work fulfillment comparable to relational connection is exceptionally high among the representatives in the association.

Level of Satisfaction over Training and Development

TABLE – 7 LEVEL OF SATISFACTION OVER TRAINING AND DEVELOPMENT

Sr.No	Levelofsatisfaction	No.ofRespondents	%
01	Highlysatisfied	56	37.33
02	Satisfied	68	45.33
03	Neutral	05	03.33
04	Dissatisfied	15	10.00
05	Highlydissatisfied	06	04.00
	Total	150	100.00

Source: Primary data

Table 7 demonstrates the degree of fulfillment in preparing and improving the strategy of the association. Out of 150 example respondents, around 83% of the respondents are happy with the preparation and improvement strategy of the association of which 45% of the respondents are profoundly happy with it and a small piece of the respondents are disappointed with the preparation and advancement strategy rehearsed by the review unit. Consequently, it tends to be presumed that the work fulfillment of the representatives is exceptionally high concerning preparing and advancing the strategy of the association.

Instructive Qualifications and Level of Satisfaction over Training and Development

Table 8 plainly shows that the vast majority of the respondents are happy with the preparation and improvement strategy of the organization. Therefore to check the distinction between the instructive capabilities of the respondents and their fulfillment level over preparing and improving invalid speculation is outlined and tried with the assistance of one-way ANOVA.

Invalid Theory

There is no huge distinction between the instructive capabilities of the respondents and their fulfillment level over preparation and improvement.

Substitute Theory

There is a huge distinction between the instructive capabilities of the respondents and their fulfillment level over preparation and improvement.

The outcome is displayed in table 8

Table – 8 ANOVA TABLE

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F ratio	Table Value (5% level)	Result
Between Samples	375.6	02	187.8	187.8/165.03=1.14	3.8853	Not significant
Within samples	1980.4	12	165.03			

Source: computed by the researcher

Since the determined worth is not exactly the table worth, the invalid speculation is acknowledged. Hence, it could be closed that there is no massive contrast between the instructive capabilities of the respondents and their fulfillment level over preparation and advancement.

Over All Job Satisfaction

In the wake of dissecting the previously mentioned ten work factors, the overall occupation fulfillment of the representatives in the review unit is made sense in table 10.

TABLE-10 OVER ALL JOB SATISFACTION

Job factor	No. of Respondents			
	Satisfied	Dissatisfied	Neutral	Total no. of respondents
PAYMENT PACKAGE				
Salary/wages	44 (29.33)	94 (62.67)	12 (8.00)	150 (100)
Bonus	23 (15.33)	121 (80.67)	06 (04.00)	150 (100)
Fringe benefits	32 (21.33)	97 (64.67)	21 (14.00)	150 (100)
Rewards	20 (13.33)	115 (76.67)	15 (10.00)	150 (100)
CAREER DEVELOPMENT				
Opportunities to grow in Career	58 (38.67)	79 (52.67)	13 (08.67)	150 (100)
Promotions	51 (34.00)	81 (54.00)	18 (12.00)	150 (100)
WORKING CONDITIONS				
Workstress	103 (68.67)	38 (25.33)	09 (06.00)	150 (100)

Worktimings	115 (76.67)	32 (21.33)	03 (02.00)	150 (100)
Infrastructurefacilities	73 (48.67)	59 (39.33)	18 (12.00)	150 (100)
Workload	26 (17.33)	121 (80.67)	03 (02.00)	150 (100)
Delegationof authority andresponsibility	93 (62.00)	49 (32.67)	08 (05.33)	150 (100)
Leavepolicy	67 (44.67)	71 (47.33)	12 (08.00)	150 (100)
INTERPERSONAL RELATION				
Relationship With Superior	84 (56.00)	59 (39.33)	07 (04.67)	150 (100)
Relationship with Collogues	125 (83.33)	22 (14.67)	03 (02.00)	150 (100)
Senseofteamwork	97 (64.67)	51 (34.00)	02 (01.33)	150 (100)
TRAINING AND DEVELOPMENT				
INSPIRATION				
Recognition for good Performance	39 (26.00)	92 (61.33)	19 (12.67)	150 (100)
Performance based Incentives	27 (18.00)	94 (62.67)	29 (19.33)	150 (100)

Source: primary data

Figures without sections show the number of respondents. Figures in the sections show the rate of the complete example

Table 10 shows the general image of the gig fulfillment of the workers subsequent to considering six work factors. Out of six work factors, the respondents are disappointed with the Payment bundle, the vocation improvement, Inspiration and happiness with the functioning circumstances (aside from responsibility, and leave strategy), Interpersonal connection, Training and advancement, professional stability, and occupation assessment. It is deduced from the table that the fulfillment according to the vocation advancement of the representatives in the association isn't at a good level, in this manner the association should do whatever it may take to expand the professional fulfillment of the workers.

Findings

Found out of 150 example respondents; almost 50% of the respondents joined this association because of a serious level of professional stability, and almost 27% of the respondents alluded Payment bundle as their justification for joining this association. Around 23% of the respondents have joined because of the accessibility of vocation

advancement open doors in the association. It tends to be surmised from the review that the association gives a serious level of employer stability to its workforce.

As much as 36% of the respondents thought that the Payment bundle of the association is the really rousing component and 21 percent of the respondent expressed that the acknowledgment and prize is the successful spurring factor that drives work. Around 20% of the respondents felt that a serious level of professional stability is the viable inspiring variable. Thusly it is induced from the table that the Payment bundle and Career improvement are significant persuading variables to animate the workers to accomplish the association objectives.

According to the review, most of the respondents are disappointed with the Payment bundle (compensation/compensation, reward, incidental advantages, and rewards) given by the review units. It is deduced from the review that the work fulfillment of the representative is exceptionally low according to Payment bundle.

It is observed that there is no tremendous distinction between the experience of the respondents and their degree of fulfillment over compensation/wages and there is a huge contrast between the experience of the respondents and their degree of fulfillment over reward, incidental advantages, and rewards.

As much as 52% of the respondents are disappointed with the accessibility of chances to develop the profession of the workers and 38 percent of the respondents are happy with it. Then again 54% of the respondents are disappointed and 34 percent of respondents are happy with their advancement in the business. Accordingly, it very well might be reasoned that the representatives have low work fulfillment concerning vocation advancement.

According to the review, the larger part of the respondents are happy with the work pressure, Work timings, accessibility of the foundation offices, assignment of power and obligation, and leave strategy of the association. This is because of the solid worker's guild in the review unit. Then again almost 80% of the respondents are disappointed with their responsibility since that they felt that the high-level administration forces weighty work on them. It tends to be closed from the review that the work fulfillment of representatives comparable to working conditions is palatable with the exception of responsibility.

The majority of the respondents in the review are happy with the relational connection, which incorporates Relationships with prevalent, relationships with collogues, and a Sense of cooperation. Subsequently, it is deduced from the table that works fulfillment according to relational connection is exceptionally high among the representatives in the association.

Out of 150 example respondents, around 83% of the respondents are happy with the preparation and improvement strategy of the association of which 45% of the respondents are exceptionally happy with it and a pitiful part of the respondents are disappointed with the preparation and advancement strategy rehearsed by the review unit. In this manner, it tends to be reasoned that the work fulfillment of the representatives is extremely high concerning preparing and advancing the strategy of the association.

It is observed that there is no huge contrast between the instructive capabilities of the respondents and their fulfillment level over preparation and improvement.

The majority of the respondents are not happy with the acknowledgment of good execution and execution-based motivators in the association. This is because of that the representatives felt that they are not as expected perceived great execution and furthermore motivations are not given in view of the exhibition in the association. Hence it tends to be reasoned that the work fulfillment of the representatives comparable to Inspiration is exceptionally poor.

Out of six work factors, the respondents are disappointed with the Payment bundle, the vocation advancement, and Inspiration and happy with the functioning circumstances (aside from responsibility, and leave strategy), Interpersonal connection, Training, and improvement. It is construed from the table that the overall occupation fulfillment of the representatives in the association isn't at the palatable level.

CONCLUSION

The review features the professional fulfillment of workers in the review unit. Bharat Sanchar Nigam Ltd., is efficient in numerous perspectives. Anyway, the review uncovers that the majority of the workers are not happy with their work. Work disappointment makes an absence of will to work and powers the representative to disappear from filling in quite far. It is additionally found that a despondent specialist quit the place of employment over the long run and looks for fulfillment somewhere else. Accordingly, the association ought to take essential measures to improve the work fulfillment of representatives to accomplish the association objectives.

REFERENCES

- Ali, R., and Ahmed, M.S., (2009), The impact of reward and recognition programs on employee's Inspiration and satisfaction: an empirical study. *International review of business research papers*, 5(4), pp270-279.
- Aryee, S., Chen, Z.X., Budhwar, P. (2004), "Exchange fairness and employee performance: an examination of the relationship between organizational politics and procedural justice", *Organizational Behavior and Human Decision Processes*, Vol.94No.1,pp.1-14.
- Beri.G.C "Marketing Research"- Third Edition-Tata Mcgraw Hill publication Private Limited, New Delhi.
- Bohlander, Shell, Sherman "Managing Human Resources"-12 edition Eastern Press Private Limited, Bangalore.
- Budhwar, P., Varma, A., Singh, V., Dhar, R. (2006), "HRM systems of Indian callcenters in India: an exploratory study", *International Journal of Human Resource Management*, Vol. 17 No.5, pp. 881-97.
- C. Ramkumar, 2D. Prabhakaran,"The Improve Concept Of Web Personalization On Task Based Modeling In Web Usage Mining Techniques", *International Journal of Innovations in Scientific and Engineering Research (IJISER)*,Vol. 2, no.11,pp.233-237,2015.
- Chatterjee, S.R., Hueur, M. (2006), "Understanding Indian management in a time of transition", in Davis, H.J., Chatterjee, S.R., Hueur, M. (Eds), *Management in India: Trends and Transitions*, Response Books, New Delhi, pp.11-27.

Dieterly, D., Schneider, B. (1974), "The effect of organizational environment on perceived power and climate: a laboratory study", *Organizational Behavior and Human Performance*, Vol.11pp.316-37.

Edwina Pio, (2007), HRM and Indian epistemologies: A review and avenues for future research. *Human resource management review*,17(3), pp 319-335.

Ekaterini Galanou, G.G., (2011), The effect of reward system on job satisfaction in an. *International journal of human sciences*, p2.

Eunmi Chang., (2005), Employees's overall perception of HRM effectiveness. *Human relations*, Sage journals, 58(4), pp 523-544.

Girdhar. J. Gyani (1992), *Training Manual on ISO 9000 and TQM*

Michael Vaz & Vinayak Parlikar (2000) *Management and Humna Resource development*, Monal publication.

Books

1. Ashwathappa. K, 2014, *Human Resource Management* Tata Mc Graw Hill Publications.
2. Deith Davis. 2012, *Human Relation at Work*.
3. Tripathi. 2010, *Personnel management & industrial Relations*.
4. P. Subba Rao, 1999, *Essentials of Human Resources and Industrial Relations*.
5. C.B. Mamoria, 2000, *Human Resource Management*.