

Process of Appraisal of Company Pay Role Workers and Staff, Skilled & Unskilled as Well as Senior, Middle, Lower Staff of International Tobacco Company Limited Distt-Ghaziabad U.P, India

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ABSTRACT

Process of appraisal should be systematically it is widely used in human resource development mechanism that poses a long way for systematically improving the performance level of an individual as well as organization. Process of appraisal provides data about past, present and expected performance of the employee. Which is helpful in taking decision on selection Training and development, if process of Appraisal(P.O.A) is implemented well it can take the organization on a fast development trade and faster productivity through commitment or complete people. process of appraisal compose actual performance with standards, discuss the process of appraisal with the employee it is necessary initial correct action. I.T.C being a big size industries adopted a scientific system of process of appraisal of its human resources the most widely used technique is the process of appraisal system. performance to evaluation process comprise Establish performance Standards, communication performance expectations to employees. Measure actual performance, compare actual performance with Standard. Discuss the appraisal with the employee, if necessary initial corrective action. Achievements have been received for the training and result have been obtained on the basis of Questionnaire related to work Environment and motivation from company pay role skilled and unskilled, 150 skilled and 50 unskilled Total No 200 and company pay role staff senior 20, middle 30, lower 50, making a total number of 100.

Response indicate the Training programme have been well organised and perceived by both level generally a vibrant work cultures, the survey indicated that the integrated approach has brought about a radical change in the overall performance of employees particularly with reference to clarity of role and responsibility at various levels. Motivation level and moral have gone up considerably. Training programs and workshop have not only been improved but also the overall climate cultures of the organisation is improved.

KEY WORDS: Process of appraisal, company pay role workers and staff, Tobacco, Environment.

INTRODUCTION

To run a public enterprise in today's highly turbulent business environment in public enterprises marked by unexpected. Situation and changing economic market phenomena is indeed a difficult proposition it becomes all the more difficult when the enterprise is a large multi product and multi divisional one dealing with diverse markets and operating from locations situated far and wide, to survive and grow in a company has constantly review and innovative H.R.D strategies.

The system for the evaluation of the performance of employees is a key part of the function of staffing as the evaluation serves as a basis for judging the contribution and weaknesses of employees so that continuing efforts can be made to build a stronger and more effective organization.

Journal of research on Humanities and Social Sciences

ISSN-2224-5766

Human resource are key organizational assets since organization performance depends on the quality of employee effort on their ability and motivation by raising the quality of individual employees contributions to production, organizations can make significant improvements in their performance of company pay roll management.

Performance appraisal is a systematic way of evaluating a worker's performance and his/her potential for development, this continuous monitoring of the performance and periodic evaluation helps in retaining promotional and retraining policies.

Performance can be appraised against some set standards to meet the needs of the organization and the employee, hence the technique must be sufficiently sensitive to pick up the difference between an effective and ineffective employee.

Appraisal has two major purposes

1. To identify Employees who disserved merit raises
2. To locate employees who needs additional training for the system

RESEARCH OF THE PROBLEM

For the ever increasing complexity of challenge facing organization and the place of change, both signal the escalating pressures that will be brought to bear on human resource personnel to play a proactive and strategic partner roles. Therefore, if PAS is implementing well, it can take the organization on a fast development track and faster productivity through commitment, motivated or competent people.

- Facilitating upward and downward communication and sensitizing senior executives to problems at lower levels;
- Developing and strengthening boss-subordinate relationships:
- Role clarity and performance planning;

NEED AND IMPORTANCE OF THE STUDY

Process of Appraisal can be appraised against some set standards According to McGregor the format performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual. These are :-

- They provide systematic judgment to back up promotions, transfers, salary increments etc.
- They let the subordinate know where he stands and whether any changes are required in his behavior attitudes, skill or job knowledge

A sound Motivation performance appraisal system can be useful in.

- Encouraging employees to express their views or to seek clarification on job duties.
- Serving as a predictor for future responsibilities.
- Preventing grievances, since the employees will know where they stand relative to their achievements
- Increasing the analytical ability of the supervisors, since they will be directly involved in making judgment about their work"s performance level.

RESEARCH METHODOLOGY

The most effective process of appraisal system have the following characteristics:-

- The system must be bias-free. The evaluator must be objective and the methods of appraisal must be fair and equitable. The atmosphere must be that of confidence and trust.
- It must be relevant. It should only measure behaviors that are relevant to the successful job performance and not any other personal traits.
- It should be reliable, dependable, stable and consistent. High reliability is essential for correct decision making and validation studies. It should be sufficiently scientific, so that if an employee is evaluated by two difference evaluators, than the result should be significantly the same.

Performance appraisal has become a very significant activity in most of the enterprises. It provides data about past, present and expected performance of the employees which is helpful in taking decisions on selection, training and

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development, increase in pay, promotion, transfers, and the like. These days a large amount of money is spent on performance appraisal by most organizations. The benefits of performance appraisal are as follows:-

- It help the supervisor to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited.
- Rating helps in guiding and correction of employees. The supervisor may use the result of the purpose of constructively guiding the employees in the efficient performance of work.
- The ability of the staff is recognized and can be adequately rewarded by giving them special increments.
- Performance appraisal can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of an employee is better than other, he can be recommended for promotion, but if a person is not doing well on a job, he may be transferred to some other job.

THE EVALUATION PROCESS

The Process of Appraisal system Communicate performance expectations to employees, Measure actual performance, Compose actual performance with standards, Discuss the appraisal with the employee, If necessary initial corrective action.

Achievements have been received for the training and result have been obtained on the basis of Questionnaire related to personal motivation from company pay roll worker skilled 150 and 50 un skilled making total no 200 and company staff senior 20.middle30 and lower50 making a total no 100. Response indicates the Training program have been well organized. The survey indicated that the integrated approach has brought about a radical change in the overall Motivation performance of the employees particularly with reference to the following aspects.

1. Motivation level and morale have gone up considerably.
2. The program has helped the participants to introspect and modify their behavior
3. Improved communication approach at various levels

These training programs and workshop have not only improved the overall climate and culture of the organization but also generated better quantity of life and satisfaction amongst the supervisors and workers in their personal lives.

ABOUT ITC COMPANY

ITC Limited has a long history of about 90 years and now marched into the next millennium. ITC, decidedly the leader of Indian cigarette industry, is a conglomerate of many diversified businesses having overall turnover to the tune of Rs. 5000 corer. The group having started from its core competency business of tobacco and financial services has evolved as leader in many other businesses such as hotels an tourism, agro-businesses, paper business, etc. During this course of development in business, the ITC has undergone many ups and downs in its business as well as managerial practices. Thus, it seems to be a case worth studying for any good manager or researcher.

It is the story of Scissors cigarette, the breadwinner brand of ITC, a doyen of Indian industry and the leader in cigarette. It is the story of ITC's struggle, with its breadwinner brand facing near extinction on account of competition. It is the story of how the company handled its dilemma-„to revive the brand of exit“ – how it opted in favor of reviving the brand and how it succeeded in its mission.

The ITC Scissors case is essentially a story of effective product management. From 1921 to date. Scissors had a long product life. It has seen many ups and downs

and suffered some of the worst set-backs; but every time, it has risen to new peaks of excellence and growth. In view of this unique phenomenon, the Scissors case represents one of the best examples of effective PLC management. The case vividly portrays how the company evolved a superb product market strategy, how it

handled the inescapable product decline with care and caution, how it retrieved the product to normalcy and prolonged almost limitlessly its mature and profitable of life.

ITC has its head quarter at Virginia House, 37 Chowringhee Road, Calcutta. Its annual turnover is more than Rs. 6000 corers approximately and market capitalization is more than Rs. 8,000 cores. It ranks 5th among the giant corporations. The company has network of branches & offices in the country. The Ghaziabad unit of the company is situated at Guldhar (Near Muradnagar) on the main Ghaziabad Meerut highway about 5 km from the heart of the

Journal of research on Humanities and Social Sciences

ISSN-2224-5766

city. It is connected with all important roads and highways. The production dept. of the company is fully air-conditioned because artificial humidification is very

necessary for the manufacture of cigarettes. The total strength of the employees in Ghaziabad unit including temporary, casual and contract labor is about 2500.

In the year 1963-64, M/s NARHARI & CHAUDHARY CO. LTD., a leading Tobacco-Exporter of Guntur (A.P.) purchased the present premises of the company which

was owned by a soap manufacturer. RAM INDUSTRIAL CORPORATION which is adjacent to the factory.

M/s NARHARI & CHAUDHARY CO. LTD. (known as NCC) was a leading Raw Tobacco Exporter to Czechoslovakia. One of the partners of the NCC had a Czech wife, who was related to the top official of SKODA. Taking advantage of the relationship, NCC anaged to procure cigarette making machinery along with packing machines from SKODA on BARTER SYSTEM. These machines were installed in the present plot under dilapidated sheds.

In the year 1964-65, NCC made an alliance with another reputed and leading export house "NAV BHARAT ENTERPRISE PVT. LTD. GUNTUR" as NCC did not have adequate finance, technical know- how etc. to produce and market cigarettes. However, with this alliance a new company was formed titled as TOBACCO COMPANY PVT. LTD., having its registered office at Hyderabad (A.P.).

Subsequent6ly, ITC employed some technical personnel from the then IMPERIAL TOBACCO COMPANY LTD., Bangalore and this attempts was not successful because of lack of funds. After hanging on fire fro months together, they sold M/s ITC to M/s. MARCOPOLO & COMPANY LTD., Mumbai, the oldest tobacconist who had the sole distributorship for M/s GODFREY PHILIPS INDIA LIMITED.

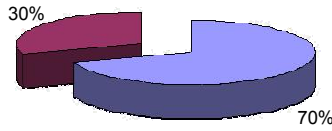
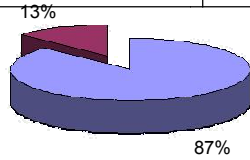
After reconstruction of the buildings, ITC started manufacturing on SKODA machines. The factory ultimately went into commercial production from 1967 against manufacturing charges of the GPI brands. D. MACROPOLO was a limited company and ITC became a limited company after take over. Over a period of time even D. MACROPOLO merged with GPI and ITC became a subsidiary of GPI. Since then there has been a continuous technological up - gradation in the factory which started increasing the filter cigarette production gradually and also started wrapping the cigarette packs. Also new generation tobacco cutting machines were installed to improve the quality.

In 1970 the IMPERIAL TOBACCO COMPANY of India changed its name to INTERNATIONAL TOBACCO COMPANY LTD. This holds a new program me of diversification, which was aligned to national priorities and the phased disinvestment in foreign equity.

QUESTION PERTAINING TO PERSONAL MOTIVATION

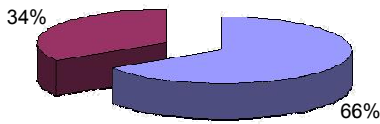
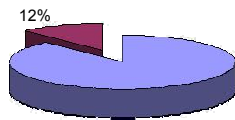
Q1. Are you getting fair treatment with ref to appraisal.

	Skilled	%	Unskilled	%
Yes	131/-	87.333%	35/-	70%
No	19/-	12.666%	15/-	30%



Q2. Is your immediate senior a good instructor.

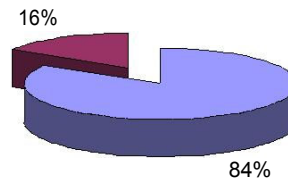
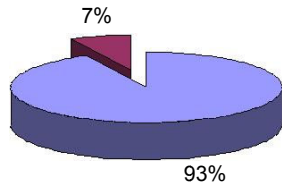
	Skilled	%	Unskilled	%
Yes	132/-	88%	33/-	66%
No	18/-	12%	17/-	34%



88%

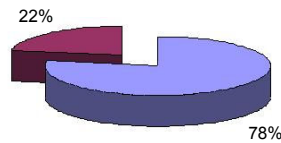
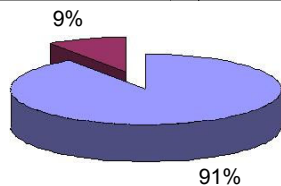
Q3. Do you feel boredom some time in the company.

	Skilled	%	Unskilled	%
Yes	139/-	92.666/-	42/-	84%
No	11/-	7.333/-	08/-	16%



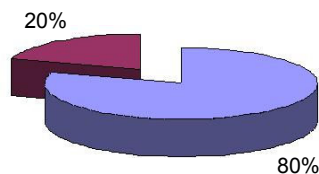
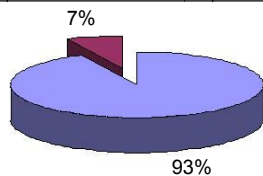
Q4. Do you get recognition from management

	Skilled	%	Unskilled	%
Yes	136/-	90.666/-	39/-	78%
No	14/-	9.333/-	11/-	22%



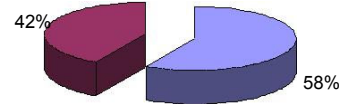
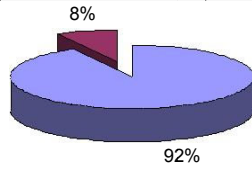
Q5. Have you ever received an appreciation of your work

	Skilled	%	Unskilled	%
Yes	139/-	92.6666%	40/-	80%
No	11/-	7.3333%	10/-	20%



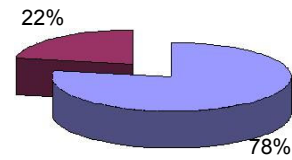
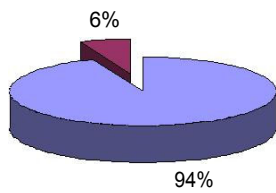
Q6. Do you feel your self secured in terms of job.

	Skilled	%	Unskilled	%
Yes	138/-	92.00%	29/-	58%
No	12/-	8.00%	21/-	42%



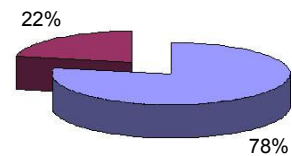
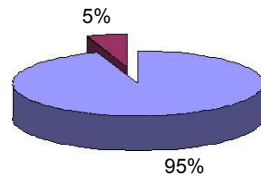
Q7. Are you satisfied with the incentive scheme of the company.

	Skilled	%	Unskilled	%
Yes	141/-	94%	39/-	78%
No	09/-	6%	11/-	22%



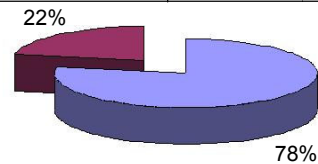
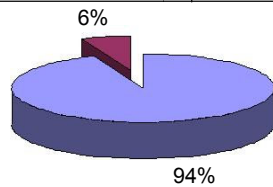
Q8. Do you get positive response against your work.

	Skilled	%	Unskilled	%
Yes	142/-	94.666%	39/-	78%
No	08/-	5.333%	11/-	22%



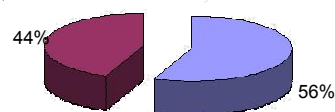
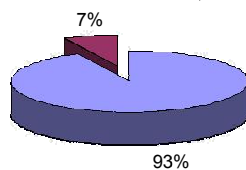
Q9. Do you feel that the bosses and supervisor are always fair with you.

	Skilled	%	Unskilled	%
Yes	141/-	94%	39/-	78%
No	9/-	6%	11/-	22%



Q10. Does your senior interferer too much in your more.

	Skilled	%	Unskilled	%
Yes	139/-	92.666%	28/-	56%
No	11/-	7.333%	22/-	44%



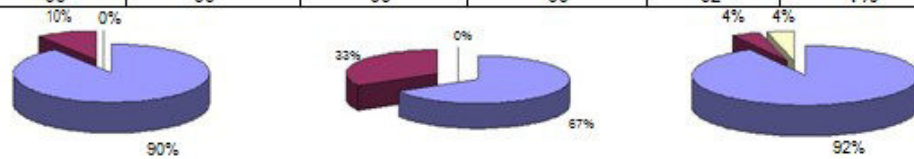
Questionnaire & Response from Senior & Middle Management (Company Pay role)

Table No. 100

100	30	50
Senior Management	Middle Management	Lower Management

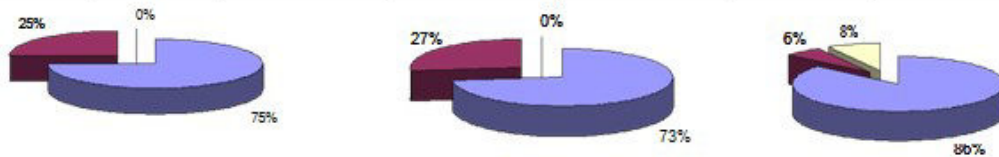
Q11. Do you agree that HRD is one of the most important functional area in your organization with right HRD philosophy.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	20	66.6667%	46	92%
b. To some extent	2	10%	10	33.3334%	02	4%
c. No	00	00	00	00	02	4%



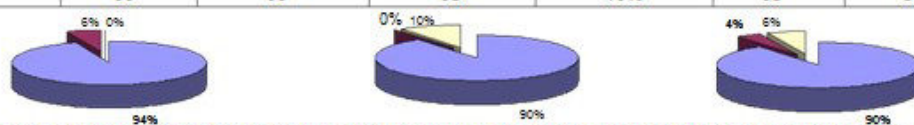
Q12. Is HRD well integrated into culture of organization and everyone is aware of HRD.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	15	75%	22	73.3333%	43	86%
b. To some extent	05	25%	08	26.6667%	03	6%
c. No	00	00	00	00	04	8%



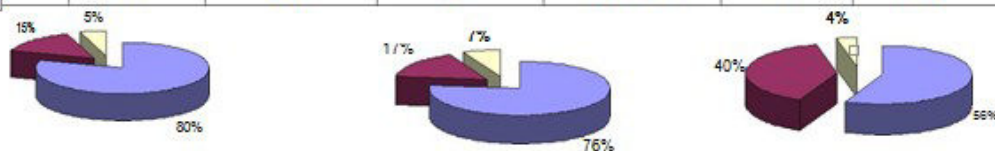
Q13. To what extent has organization demonstrated innovativeness in HRD practice

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	27	90%	45	90%
b. To some extent	3	5%	00	00	02	4%
c. No	00	00	03	10%	03	6%



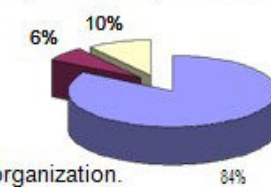
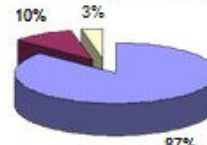
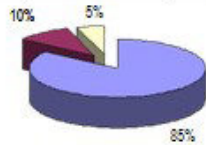
Q14. Do you feel that the chief executive is fully committed to the goals of HRD in your organization.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	16	80%	23	76.667%	47	94%
b. To some extent	3	15%	05	16.6667%	00	66%
c. No	01	5%	02	6.6667%	03	6%



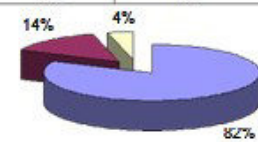
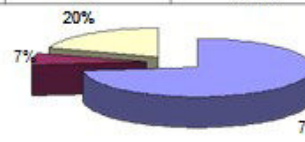
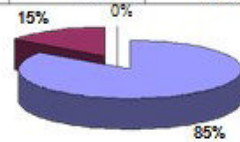
Q15. Do you find that top management is keenly involved most of the time in HRD activities like management development programme etc.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	26	86.6667%	42	84%
b. To some extent	02	10%	03	10%	03	6%
c. No	01	5%	01	3.3333%	05	10%



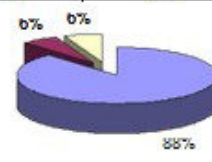
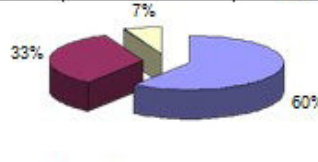
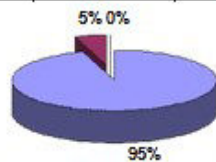
Q16. Do you detailed feneional knowledge relevant to your own rode in you organization.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	22	73.3333%	41	82%
b. To some extent	03	15%	02	6.6667%	07	14%
c. No	00	00%	06	20%	02	4%



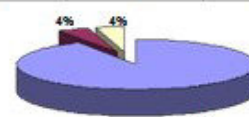
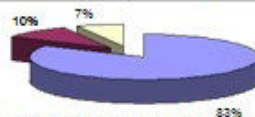
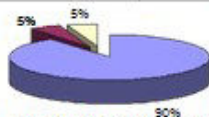
Q17. Did you attend any role effectiveness workshop / Training programmer on role analysis.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	19	95%	18	60%	44	88%
b. To some extent	01	5%	10	33.3333%	03	6%
c. No	00	00%	02	6.6667%	03	6%



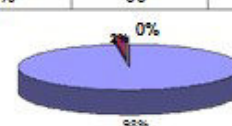
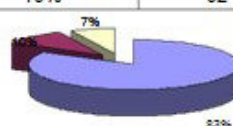
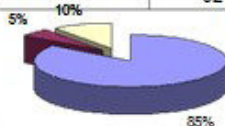
Q18. Did the training help in generating new ideas & improve working.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	25	83.3333%	46	92%
b. To some extent	01	5%	03	10%	02	4%
c. No	01	5%	02	6.6667%	02	4%



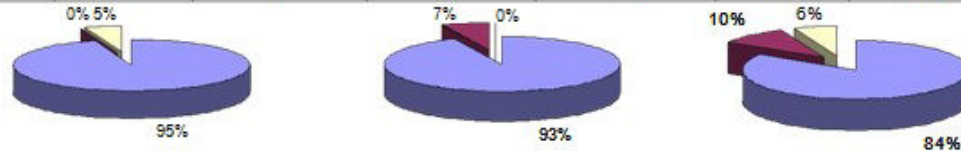
Q19. Did training help in generating new ideas and improve working.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	25	83.3333%	49	98%
b. To some extent	01	5%	03	10%	01	2%
c. No	02	10%	02	6.6667%	00	00%



Q20. Did you achieve your objects out of training received and your expectation were fulfilled.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	19	95%	28	93.333%	42	84%
b. To some extent	00	00	02	6.6667%	05	10%
c. No	01	5%	00	00%	03	6%



FINDINGS

In ITC, HRD has a formal process of appraisal and cancelling approach to the systematic expansion of people's work related abilities, focused on the attainment of both organizational and personal goals.

The focus is on people, who are perceived as possessing skills, potential and who have ability to grow, change and develop. While the accent is on increasing talent and abilities, HRD in ITC works towards development of people in their organizational setting. The effort are balanced between the organization's need the individual development although this ideal is obviously difficult to achieve, but every attempt in being made to get as near to it as possible.

While the diversity of circumstances of individual public enterprises would dictate circumstances of training of individual manager in variety of ways, the essential pattern are applicable in appropriate forms to all public enterprises, what ever their size. Hence this study of ITC also provides positive direction and guidance to other in the area of Human Resource Development.

Journal of research on Humanities and Social Sciences

ISSN-2224-5766

To sum up the findings of the data collected and analyzed, the researcher proceeds on the basis conclusion, as revealed by the study, that both the management. and executives recognize the importance and need of HRD in ITC and company is taking due interest and care to this effect.

EXECUTIVE DEVELOPMENT POLICIES

ITC has clear policy objectives to ensure continuous development of competent management personnel and make best use of both the human and material resources of the business. The training and development policy provides opportunities of advancement and growth to the executives and of promotion from within. It also provide of time both on the job and off the job. Majority of the executives in the middle cadre have been exposed to training and development programmes.

PERFORMANCE APPRAISAL

ITC has a formal performance appraisal and counseling skills system. The target setting programme coupled with the performance appraisal and counseling programme provide formal processes to ensure manager/employee contact for development and ounselling, away from the hustle and bustle of daily activities.

An important feature is the self appraisal and counseling programme. ITC believes that employee are responsible and trustworthy enough to be able to review their own performance in a matured and balanced manner and they have, faith in this.

The basic objectives of the Performance Appraisal System in ITC are:

- Assessment of Performance and Review.
- Individual Training and Development need identification.
- Feedback and Follow-up of development.
- Determine career growth.
- Influence job rotation.
- Extension or termination of contract/promotion.
- Granting incentives and rewards.
- Appreciation / foreign deputation.

The scheme is part of the overall Performance Review System that periodically reviews group/product wise performance and achievement to targets against what is outlined in the Annual Performance Plan.

SUGGESTIONS

1. According to the need of time some innovative HRD practices should be induced and implemented to minimize the ratio with reference for obtaining fair treatment with current appraisal system because the ratio is as follows:-

Senior Management – 85 %	<i>Company pay role</i>
Middle Management – 90%	<i>Skilled</i> ■ .666%
Lower Management – 90%	<i>Unskilled</i> ■ %

2. The training course are really useful & move motivation should be given as can be seen by the ratio of no & to some extent

Senior management = 10%	<i>Company Pau role</i>
Middle Management = 10%	<i>Skilled</i> ■ .333%
Lower Management = 10%	<i>Unskilled</i> ■ %

3. The senior person should be good instructor as can be seen by ratio (Company pay role) Skilled worker = 12%

Unskilled Worker = 34%

4. The security in terms of job is must & worker is between skilled & unskilled worker is great (company pay role)

Skilled = 6%

Unskilled = 22%

Journal of research on Humanities and Social Sciences

ISSN-2224-5766

5. The workers working on company pay role are different in answering on incentive scheme of the company

Company pay role

————— ■ 60%
Skilled wor ker s notsatisfied

Unskilled work not satisfied = 22 %

6. The Chief executive should be fully committed to the goals of HRD in the organization as the ratio with

reference for obtaining the fair treatment is very less

Senior Management = 20%
Middle Management = 23%
Lower Management = 8%

7. The functional knowledge relevant to the role in the organization is must as the ratio is quite remarkable

Senior Management = 15%
Middle Management = 26%
Lower Management = 18%

8. The training is meant for improving the faculties of mind, working and generating new ideas, but the 100% this attitude is not found in this respect.

Senior Management = 10%
Middle Management = 16.6667%
Lower Management = 4%

9. There is a visible impact of executive development programme in back bone situation in terms of improved knowledge skills and attitudes of the individuals

Sr. Management = 95%
Middle Management = 93.333%
Lower Management = 86%

But do make it 100% full efforts should be induced

10 The organization should maintain some kind of cancelling and feedback mechanism for helping employees to cope with organization and practical problems.

Sr. Management = 10%
Middle Management = 13.333%
Lower Management = 14%

CONCLUSION

The survey indicated that the integrated approach has brought about a radical change in the overall performance of the skilled and unskilled workers. The changes are visible particularly with reference to the following aspects :

- Clarity of role and responsibility at various levels.
- The interpersonal relations and job relation have improved significantly.
- The motivation level and morale have gone up considerably.
- The programme has helped the participants to introspect and modify their behavior.
- Improved communication approach at various levels.

It has also been observed that these training programme and workshop have not only improved the overall climate and culture of the organization, but have also generated better quality of life and satisfaction amongst the particularly amongst the supervisors and workers in their personal lives. Periodically the management development inputs are being given to staff to ensure that the cohesive team can achieve results. Staff members are also sent on

Journal of research on Humanities and Social Sciences

ISSN-2224-5766

external technical programmer to update their knowledge on the state-of-the art in the field of electronics, telecom and management and are given the opportunity to go on foreign deputation to get an exposure in advance technologies and new areas of interest. Also as part of development input good articles on technical/management areas are circulated to everybody.

To sum up, these programmer have become greatly instrumental in generating a swing for the creating of Learning Organization. In order that these programmer may be able to produce the maximum desired results, it is necessary that these programmer are taken to a logical conclusion by covering the entire organization, including the top management. Steps to achieve these objectives have also been started by ITC.

There is a very positive response to training in ITC. Even some initially viewed training with skepticism, today see it as useful. In ITC, the contribution of the training function makes related to the processes of self-renewal, personal growth, appraisal and counseling, team building and target setting. In ITC, identifying, nurturing and development appropriate leadership values and styles are critical when building a collective ethos. Strategically, over the next year or two, the training function is poised to play a vital in building value leader within the organization.

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