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**ANALYSIS OF HUMAN RESOURCE STRATEGIES AFFECTING EMPLOYEE
PRODUCTIVITY IN THE ENERGY SECTOR: A CASE STUDY OF KENGEN**

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ABSTRACT

The main objective of this study was to analyze Human Resource strategies that affect employee productivity in the Energy Sector – Kenya Electricity Generating Company Limited at Upper Tana stations. The specific objectives of the study are wages, training, Recruitment, Information Computer Technology and Promotion and how they affect employee productivity at the Energy Sector – KenGen. The researcher adopted descriptive research design in collecting data from the respondents. The researcher targeted employees of Kenya Electricity Generating Company Limited at Upper Tana stations whose population was 140 employees. The sampling design adopted was stratified random sampling since it gives equal chances to all respondents while the questionnaire was used as data collection tool. The questionnaire contained semi structured and structured questions which were administered and used to collect data. The sample for the study constituted 70 employees of the Kenya Electricity Generating Company Limited at Upper Tana stations. This was arrived at based on 50% of the target population. Data was presented by use of tables, charts and bar graph. Quantitative and qualitative analysis was used to analyze the data. The response was 100% and from the findings, it was established that the human resource strategies had positive effects on employee productivity and were relevant to the core business of the company. The researcher found that the strategies were applied in either moderate or great extent. It was concluded that human resource strategies under this study were practiced at a great extent. Further, it was concluded that Recruitment creates a forum of sourcing right employees for the right jobs and this affects employee productivity. Training equips employees with relevant skills at workplace, Wages acts as incentive for staff productivity, Information Computer Technology acts as enabler in most of the operations and processes thus affect employee productivity, Promotion shows recognition and career growth that affects employee productivity. The researcher recommended that Energy Sector (Kenya Electricity Generating Company) should continue putting into use human resource strategies covered in this study to enable and influence its employees to be productive.

Keywords: Recruitment, Training, Wages, ICT, Promotion and Productivity

BACKGROUND OF THE STUDY

Human Resource Strategies - Training, Information Communication Technology, Recruitment, Wages, and Promotion are paramount management function in any business enterprise for staff productivity. These strategies will help an enterprise to strategically compete effectively with its competitors and manage to take advantage of business opportunities from its environment.

In Kenya, training is regulated through Industrial Training Act Cap 237. This act is an act of parliament that makes provision for the regulation of training persons engaged in the industry. The Directorate of Industrial Training (DIT) technical and managerial training of persons engaged in Industry in Kenya. The DIT is developing ways of influencing the direction of training and to have a say in the implementation of National policies. In the DIT Newsletter Volume 4 January 2002, it has been emphasized that training needs identified in the past may no longer be valid. Training programs that have been considered adequate are being rendered obsolete by the changing demands of the world of Industry and Commerce. Effective development and utilization of human resources through ample supply of multi-skilled manpower has never been more in demand. Training needs assessment that has been done must now be reviewed in order to formulate a relevant and harmonized curriculum and syllabus. These changes in the industry will call for more demand-driven training in operational and managerial levels of the industry spectrum.

The overall aim of the recruitment and selection process should be to obtain at a minimum cost the number and quality of employees required to satisfy the human resource needs of the company. Human resource planning determines the human resources required by the organization to achieve its strategic goals. As defined by Bulla and Scott (1994) it is 'the process for ensuring that the human resource requirements of the organization identified and plans are made for satisfying those requirements'.

According to Casio (1989) promoted employees usually assume greater responsibility in return for higher pay, benefit and privileges. Psychologically, promotions help satisfy employees' needs for security, belonging and personal growth. Promotions are important organizational decisions that should receive the same careful attention as any other employment decision. Incentives are essential in inducing people to work effectively.

According to Koontz (2000) for managers to perform the functions of management efficiently they need to play certain management roles and possess certain management skills. There are three wide management roles and these are: interpersonal; figurehead role, leader role, liaison role secondly there is the informational role; disseminator role, informational role and spokesman role and finally decisional role; entrepreneurial role, disturbance handle role, resource allocation role and negotiator role. Managers should possess the following skills: technical skills, interpersonal skills, conceptual skills, diagnostic skills and political skills.

Fayol (2002) also developed the 14 principles of management based on his experience as a manager. These 14 principles are: division of labor, authority, discipline, unity of command, unity of direction, subordination, remuneration, centralization, scalar chain, order, equity, stability, initiative, and spirited de corps. It's amazing to note that cooperation towards achievement of organizational goals has been emphasized in the principles. An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. They are also called workers. The employee is hired to provide services to a company on a regular basis in exchange for compensation and does not provide these services as part of an independent business

Statement of the Problem

Lack of Human Resource strategies geared to enhancing employees productivity at workplaces, can lead to individual blame, conflicts and high turnover by frustrated employees. Many a time organizations tend to address such occurrence through personnel changes which touches on symptoms but not the cause. Thus the same problem resurfaces again. Similarly, when employees lack relevant knowledge and skills and necessary resources, they become inefficient and discouraged. Also, when employees are not recognized and are poorly remunerated they compromise quality work.

Equally, Energy sector (Kenya Electricity Generating Company) has had challenges on how to establish strategies that affects employee productivity. Over the years questions have arisen in regard to the subject with no satisfactory answer. This research sought to

tackle productivity gap as enshrined in Human Resource Strategies that directly affects employees' productivity.

Therefore, the researcher purposely carried out a research to address this dilemma. The researcher analyzed human resource strategies that included Recruitment, training, Wages, Information Computer Technology and promotion under this study, so as to establish how they affect employees' productivity in the company. These strategies are paramount in any business enterprise's prosperity.

LITERATURE REVIEW

Recruitment

Michael Armstrong (2001) affirms that, the overall aim of the recruitment and selection process should be to obtain at a minimum cost the number and quality of employees required to satisfy the human resource needs of the company. Michael Armstrong (2001) emphasize that the number and categories of people required should be specified in the recruitment programme, which is derived from human resource plan. In addition, there will be demands for replacements or for new jobs to be filled, and this demands should be checked to ensure that they are justified. It may be particularly necessary to check on the need for a replacement or the level or type of employee that is specified. Requirements for particular positions are set out in the form of job descriptions and person specifications. These provide the basic information required to draft advertisements, brief agencies or recruitment consultants, and assess candidates.

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According to Gaulick (1999) wages are contributory factor in business success. This is mainly because businesses wages are base enables the owner to acquire the returned loans

at low interest rate while can act as guaranties and securities. Whereas this is true the author has failed to show us how wages affect employee productivity in the banking industry. Wages system should be improved by paying the employees fairly. This results into delays which in turn cause the country to lose millions of shillings. The literature review failed to explain what has been done to improve wages so as to facilitate the employee relations thus creating a research gap which the researcher will try to fill.

Training

The level of training and education of an employee helps in determining their job satisfaction. According to Burdria (2011) of the University of Madeira and his research team studied almost 5,000 employees and discovered that better-educated workers were 2 percentage points more likely than their peers to be dissatisfied at work. At a time in which businesses are fighting to keep costs down, companies may opt to hire less educated employees at a lower salary, scale back on training or eliminate company programs designed to financially assist the higher education pursuits of employees. In the short run, this strategy may reduce expenses.

When managers hire a trained employee, they receive an individual with a pre-existing skill set. In the process of acquiring an education or training, individuals develop their capacity to observe, analyze and act on information. In translating this ability the workplace, trained employees exhibit a greater aptitude for handling large, complex projects in a more productive and efficient manner as compared to their less-educated workers. In addition to the bonus of a pre-existing skill set, educated employees generally exhibit higher levels of motivation, which in turn leads to higher quality output and fewer errors (Maynard, 2007).

As new international client markets emerge, the need for a workforce that understands the culture, values, and language of these global regions will be essential to business growth. Trained employees are more likely to understand foreign languages and cultures through either having studied or lived in an international location. Well-trained individuals are more goal oriented, delivering better work performance than less-educated employees. Moreover, companies can benefit from the dynamic perspective and innovative thinking of high performers. Ensuring education through continuous company training is equally as important as hiring workers with pre-existing skill sets. In a recent survey conducted

Spherion Atlantic Enterprises LLC., a staffing and employment-services firm, 61 percent of respondents who received training or mentoring said they were very likely to remain with their current employer for the next 5 years or more (Smith's, 2003).

Michael Armstrong (2006) explains role profiles, which are either generic (covering a range of similar jobs) or individual (role-specific), can include statements of the technical competencies required. These can be used as the basis for assessing the levels of competency achieved by individuals and so identifying their learning and development needs. The employee development policy could express the organization's commitment to the continuous development of the skills and abilities of employees in order to maximize their contribution and to give them the opportunity to enhance their skills, realize their potential, advance their careers and increase their employability both within and outside the organization.

Wages

Employees' behavior, motivation, and job satisfaction can be intrinsically or extrinsically motivated. The wage paid to an employee goes a long way in identifying the employee with the organization in which they are working in. Chapman (1997) states that employee compensation, and therefore wages, refers to all forms of payments or direct rewarding going to employees and arising from their employment. Rajang (2001) also explains that more often than not, most organizations need to adapt to modern change in competitive business environment because they fail to satisfy the needs of the diverse group of employees within the company which makes the employees not feel satisfied resulting grievance. It is very advisable for business to deal with employees' grievances, mostly pay, to consider how the reward system will be.

Priscilla (2011) stated that very few organizations regard the needs of the employees during the operational processes and as an outcome to that they face high resistance due to dissatisfaction of employees. The body in an organization is the employees. Without employees, no organization can survive. Satisfaction of employees in a firm is what brings about growth, productivity and competitive edge. Firms should critically examine themselves the level of reward systems and address any grievances that are raised by employees. It should find a show case of improvement of employees by pilot

implementation of a grievance management, than it should encourage the employees on successful implementation of process by rewarding the organization movers who are the employees.

In the dynamic environment the wage review has become increasingly used to the organizations meaning new changes in wage system. With a more global market, more staff change, the need for more complex wage strategies and the desire to drive up employee's engagement, reward administration is becoming more complex. Every company needs a strategic wage system during business operations that addresses compensation, benefits, recognition and appreciation. The element that are addressed aren't properly aligned with the company's other corporate strategies (Lukeman, 2009).

Wage can conceivably consist of pay only, there are also other components such as: fringe benefits, status, opportunities for advancement, job security or anything else that the employees' values. Equity theory explains how individuals seek to achieve a balance between the ratio of their contribution to the wage to the ratio of contribution and wage of others. Equity exists from perspective of individuals, when this ration balance is achieved. Equity is an individual perception of his or her contributing and rewards of the reference that is important in determining whether the individual perceives equity or in equity. An equitable pay structure is one that is designed in such way that the majority of employees perceive their pay as equitable during working period. The basis for all effective compensation systems is an equitable ay structure (Tom, 2005).

Extrinsic motivation, this is what done to or for people. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivators are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside.

Information Computer Technology

Michael Armstrong (2001) emphasizes that, the strategic areas involving computerized information and the knowledge gained from analyzing that information includes macro

concerns about organization, human resource requirements, and utilization human resources, employee development and organizational health. A resource-capability approach is concerned with acquisition, development and retention of intellectual capital. Human resources are seen as expressed by Kamoche (1996), the basis of this approach to HR strategy is the acknowledgement of the 'stock of know-how' in the firm. He claims that the resource capability view of the firm is one that 'builds on and provides a unifying framework for the field of strategic human resource management'. As Schuler and Jackson (1987) note: 'Within this framework, firms attempt to gain competitive advantage using human resource through developing distinctive capabilities (competencies) that arise from the nature of the firm's relationships with its suppliers, customers and employees'

Michael Armstrong (2001) further says that there may be no choice of hardware-some systems are still linked to a main frame computer. But the number of networked PC systems using either mini or microcomputers is increasing, either because this is happening generally within the organizations or because of the special advantages of having distributed and easily accessible system for a personnel application. The number of UNIX systems is still small but is growing as manufacturers promote this approach (UNIX is a shared multi-tasking operating system developed initially for minicomputers but now being used more for workstations which fall somewhere between microcomputers and minicomputers). Michael Armstrong (2001) Indicates that there is a massive and almost bewildering choice of software packages for application programs to provide information and generate reports. The software houses are constantly innovating and developing their products and between them provide something for everyone. However, if the organization has its own systems analysis and programming resources there are advantages in developing tailor-made software. But great care will need to be taken to debug the system, especially if a distributed system involving line managers is being created.

According to Robert L. Mathis and John H. Jackson (2003) indicate that human resource information system serves two major purposes in an organization. One relates to administrative and operational efficiency, the other to effectiveness. The first purpose of human resource information is to improve the efficiency with which data on employees and human resource activities are compiled. Many human resource activities can be performed more efficiently and with less paper work if automated and better information

is available, as the e-human resource. The second purpose of human resource information system is more strategic and related to human resource planning and managerial decision making to be based to a greater degree on information rather than relying on managerial perceptions intuition.

PROMOTION

According to Gary Dessler and Biju Varkkey 2008, most people look forward to promotions, which usually mean more pay, responsibility and (often) job satisfaction. For employees, promotions can provide opportunities to reward exceptional performance, and to fill open positions with tested and loyal employees. Yet the promotion process isn't always a positive experience for either employer. Unfairness, arbitrariness, or secrecy can diminish the effectiveness of the process. Several decisions, therefore, loom large in any firm's promotion process.

Michael Armstrong (2006) says that promotion policy could state the organization's intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high quality staff. The policy could, however, recognize that there will be occasions when the organization's present and future needs can only be met by recruitment from outside. The point could be made that a vigorous organization needs infusions of fresh blood from time to time if it is not to stagnate. In addition, the policy might state that employees will be encouraged to apply for internally advertised jobs, and will not be held back from promotion by their managers, however reluctant the latter may be to lose them. According to Casio (1989) promoted employees usually assume greater responsibility in return for higher pay, benefit and privileges. Psychologically, promotions help satisfy employees' needs for security, belonging and personal growth. Promotions are important organizational decisions that should receive the same careful attention as any other employment decision. Incentives are essential in inducing people to work effectively and efficiently.

Michael Armstrong (2001) indicates that, Money, in the form of pay or some other sort of remuneration, is the most obvious extrinsic reward. Money provides the carrot that most people want. Doubts have been cast by Herzberg et al (1957) on the effectiveness of money because, they claimed, while the lack of it can cause dissatisfaction, its provision does not

result in lasting satisfaction. Money can therefore provide positive motivation in the right circumstances, not only because people need and want money but also because it serves as highly tangible means of recognition.

Michael Armstrong (2001) clearly stipulates on promotion that, the policy would state the organization's intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high-quality staff. The policy would, however, recognize that there will be occasions when the organization's present and future needs can only be met by recruitment from outside. The point could be made that a vigorous organization needs infusions of fresh blood from time to time if it is not to stagnate. In addition, the policy might state that employees will be encouraged to apply for internally advertised jobs and will not be held back from promotion by their managers, however, reluctant the latter may be to lose them.

Methodology

The study used descriptive research design. According to the Personnel Records (2017) Kenya Electricity Generating Company Limited – Upper Tana Stations had 140 employed employees. In the study, they consisted of Senior Management, Middle Management and Support Staff. Primary data was collected through administration of semi-structured questionnaire to the respondents. The questionnaire was analyzed using content analysis and descriptive statistics. The researcher was able to code classify, tabulate and use percentage representation of data available. This enabled the researcher to use statistics techniques such as table, graphs, percentage, charts to interpret the data that was collected. The data was analyzed using qualitative and quantitative techniques.

Research Findings

It was established that Human Resource strategies have positive effects on employee productivity in the energy sector. It was also established that Human Resource strategies used were relevant to the core business of the sector. It was found out that Human Resource strategies in this study were applied in either moderate extent or great extent in the sector. The researcher established that Human Resource strategies analyzed in the study affects employee productivity.

Further, the researcher's findings established that Human resource strategies studied in this project were in one way or the other enablers, motivators and skill-sharpeners directly affecting employee productivity vis-a-vis ultimate profitability in the energy sector.

Analysis of the question touching effects of training on employee productivity, most respondents affirmed that indeed training has positive effects on employee productivity. On the question of the extent to which training affects employee productivity, majority of respondents indicated a great extent. And on the general rating of trainings, most respondents rated them as very good. The analyses of a question touching effects of wages on employee productivity, the great percentage of respondents were positive about it. On the question of extent to which wages affects employee productivity, most respondents indicated great extent. And on general rating of wages, most respondents confirmed it as good. Analysis of the question touching effects of Information Computer Technology on employee productivity, the majority gave positive response and commented that, it is an enabler to most of the operations performed in the energy sector. On the question of extent to which Information Computer Technology affects employee productivity, the majority of respondents indicated great extent. And on the general rating of company Information Computer Technology, it was rated as very good. Analysis of a question touching effects of promotion on employee productivity, the majority of the respondents were positive citing that it sows recognition, motivation and boosting morale at workplace thus enhancing employee productivity. On the extent to which promotion affects employee productivity, the majority of respondents were positive citing that, it creates health challenges for career growth. And on the general rating of company promotions, the majority respondents rated them as good. Analysis of the question touching effects of recruitment on employee productivity, majority of respondents were positive about this citing that, relevant employees are sourced with relevant skills corresponding to available job requirements. On the extent to which recruitment affects employee productivity, majority of respondents indicated a great extent. And on the general rating of company recruitment, the respondents rated this as good citing that, it provides an opportunity to fill gaps with relevant employees.

Conclusions

It can be concluded that Human Resource strategies under this study are practiced at KenGen to a great extent. Recruitment creates a forum for sourcing right employees for the right jobs. This enhances and affects employee productivity. The policy provides directions to follow. These Human Resource strategies under study are very vital for the company's advancement, prosperity, strategic position and profitability if properly applied. Further, it can be concluded that competent employees with relevant skills from the onset, are happy and productive.

Training equips employees with required skills to become productive. Also relevant trainings are accorded to staff and the training policy is used. It was found that trained employees not only are they productive at work but happy and confident. Wages acts as incentives for staff productivity. The policy on wages is followed in providing required information. Further, it was found that employees who are properly remunerated are enthusiastic at workplaces and do utilize their energies to promote the interest of their company.

Information Computer Technology acts as an enabler in most of the operations and processes in the sector thus affects employee productivity. The policy is followed in this matter. It was clear that in the changing work environment employees embraced technology at their workplaces.

Promotions shows recognition and career growth thus affects employee productivity. The policy is there that gives guidance. It was noted that promoted employees were striving to achieve in their respective positions and still aiming higher. Therefore, it was found that the Human Resource Strategies under review had positive effects on Kenya Electricity Generating Company employees who were efficient in quality production, economical in resource utilization and time keeping.

Recommendations

The energy sector (KenGen) should continue putting into use Human Resource strategies covered in this study to enable and influence its employees become productive to enhance sustainability of the company. The energy sector (Kengen) should ensure that relevant

training and required skills are given to its employees to stimulate productivity. This way, employees will not only be confident in their work but also impact positively in their career growth.

The energy sector (Kengen) should ensure wages policy that corresponds with market remunerations is in place and adhered to strictly. This will not only create a good corporate image but also motivate its employee stick to the sector and work zealously towards achieving the overall goals of the company.

The energy sector (kenGen) should ensure that Information Computer Technology policy is strictly adhered to so that all sorts of malfunctions are controlled in the operations that require Information Computer Technology reengineering. Also, employees should be updated promptly on system changes and developments geared to making them more productive.

The energy sector (kenGen) should ensure that the policy regulating promotions is updated, put into use and adhered to. This will not only make the sector attractive and outshine its rivals in the market, but have contented and productive employees. The energy sector (kenGen) should ensure that recruitment policy is relevant as compared to the current market and fairness and equity should be the guiding principle. It is important for the energy sector (kenGen) to be critical when hiring new employees to fill vacant positions. There should be no mismatch in such appointments in relation to the core business of the company and the skills possessed by the candidates to fill vacant positions. This will therefore, mean that right employees in relevant positions will be productive.

The energy sector (kenGen) should recognize and encourage its employees undertake courses that are relevant for career growth. This way, employees will be empowered to undertake their jobs effectively in the changing business environment. At the same time the sector will have staff with updated skills to compete well with its rivals in the market.

The energy sector (kenGen) should ensure that budget allocation for the implementations of Human Resource strategies under this study is available, adequate and approved. This

way, the company can realize its dream in the market arena and compete effectively against its external rivals.

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