

# A Study on Recruitment & Selection Practices in Certain Life Insurance Companies

Dr. Kumud<sup>1</sup>, Dr. R. N. Jha<sup>2</sup>

<sup>1</sup>Faculty J. D. Women's College, Patna- 800014, India

<sup>2</sup>Prof. L. N. Mishra Institute of Economic Development & Social Changes, Patna-800001, India

**Abstract:** *The research work examines the impact of recruitment and selection on relative performance of employees of LIC, HDFC and Bajaj Allianz working in randomly selected areas in Bihar. In particular, the primary data has been collected through standard questionnaires from the randomly selected samples of 60 respondents belonging to the different categories of employees. The data obtained were subject to statistical analysis using Pearson Chi Square test, analysis of variance and Tukey's multiple comparison test using SPSS 35 statistical software. The majority of respondents were satisfied with recruitment system and its documentation with LIC, HDFC & Bajaj Allianz with which no. of them who did not have any information with HDFC. The knowledge of recruitment process was least understood in LIC as being cumbersome in comparison to others. However, the transparency was evident in all the three organisations with non-significant difference found through Tukey's multiple comparison test. However, the uniformity was not evident between the organisations (Table 5). The lethargic response was evident for the quick vacancy report with highest in HDFC (Table-7). The design and duration of written test reported the highest satisfaction in LIC as compared to others (Table-9).*

**Keywords:** LIC, Pearson

## 1. Introduction

Recruitment and selection is a foundation of human resource management (HRM) practices and its integration to business is critical to achieve organisational strategic goals. However, little research has to date examined strategic integration in this specific personnel practice, and, therefore, little is known about the level and application of recruitment and selection strategic integration a situation that warrants greater investment due to the economic growth in India in a corresponding expansion of Indian enterprises. This study investigated the level at which recruitment and selection practices integrate with business strategies and the relative effects of different levels of such strategic integration on organisational performance in the Indian insurance companies. The level of recruitment and selection and strategic integration were positively related to growth in market share, profits and sales, employees' satisfaction, employees' productivity, and negatively related to employees' turnover.

Wright & Snell, 1991 and Boxall, 1996 reported that the Recruitment and Selection imbibe major personnel function as it encompass all organisational practices and decisions. Recent technological advances, globalisation, social trends and changes within organisations have brought new challenges for recruitment and selection (Rowley & Benson, 2002). To effectively face the new challenges recruitment and selection need to be integrated with business strategies (Lam & White, 1998). Recruitment and selection strategies flow ultimately from the organisation's mission and strategic objectives; i.e., the strategies and processes of recruitment and selection must be compatible with business strategies (Nankervis, Compton & Baird, 2002). Social scientists argue that through the integration with business strategies, recruitment and selection help achieve strategic goals and enhance organisational performance (Becker & Gerhart, 1996, Youndt, et al. 1996, Lewis, 2003).

Over the last thirty years or so, the amount of research on recruitment and selection has increased dramatically. Despite of this increase, recent reviews (Rodwell & Teo, 2004, Wright, et al. 2005) of the literature have revealed that past studies mainly focused on the exploration of recruitment and selection practices adopted by the enterprise and not on its relationship to business strategy and performance. This research analyses recruitment and selection as one of the personnel practices from the gamut of entire personnel processes and evaluates the flaws that exist in its effective implementation in organisational setup. Although there is wide recognition of the significance of the integration of personnel practices with business strategies, little research has been devoted on how recruitment and selection strategic integration happens and what might be its effects on organisational performance (Budhwar, 2000, Shen, 2004).

The integration of personnel and business strategy is possible by the 'fit' of human resources through a variety of personnel practices including recruitment and selection in accordance with the business needs (Legge, 1995, Budhwar, 2000). Therefore, there is a set priority for organisations to have recruitment and selection strategically integrated with business strategies. The common obstacle in the lack of recruitment and selection strategically integrating with business generally revolve around issues of poor planning and control, resulting in unrealistic timelines, unidentified problems, poor coordination and a lack of monitoring and control. Attaining strategic integration of recruitment and selection with business strategy is a desirable achievement that requires resolution of these common obstacles.

Most researches of the recruitment and selection were conducted in Western contexts, mainly in the United States (Breaugh & Starke 2000, Wright, et al. 2005). The task of research in developing economies, such as India with considerably different cultural and institutional nuances, is likely to have a profound impact on benchmark personnel

practices. For instance, at the macro level organisations tend to be similar with respect to socio economic aspects, while at the micro level they differ from each other due to cultural differences (McCaughey & De Cieri, 1999). Empirical evidence shows that personnel practices vary significantly between countries, even within (Betcherman, et al. 1994, Guest 1997, Schuler & Jackson 1999). Therefore, there is a pressing need to conduct research on recruitment and selection integration and its effects on organisational performance, particularly in Indian insurance companies. The conceptual framework building from this research is important as India is beginning to impact global internationalisation theory (Niosi & Tschang, 2009). Moreover, such research would add to the knowledge base of the human resource management (HRM) literature.

## 2. Review of Literature

Wright & Snell (1991) and Boxall (1996) reported that the Recruitment and selection are major personnel function as it encompass all organisational practices and decisions. Recent technological advances, globalisation, social trends and changes within organisations have brought new challenges for recruitment and selection (Rowley & Benson 2002). To effectively face the new challenges recruitment and selection need to be integrated with business strategies (Lam & White 1998). Recruitment and selection strategies flow, ultimately from the organisation's mission and strategic objectives i.e., the strategies and processes of recruitment and selection must be compatible with business strategies (Nankervis, Compton & Baird 2002). Social scientists argue that through the integration with business strategies, recruitment and selection help achieve strategic goals and enhance organisational performance (Becker & Gerhart 1996, Youndt, et al. 1996, Lewis 2003).

Over the last thirty years or so, the amount of research on recruitment and selection has increased dramatically. Despite of this increase, recent reviews (Rodwell & Teo 2004, Wright, et al. 2005) of the literature have revealed that past studies mainly focused on the exploration of recruitment and selection practices adopted by the enterprise and not on its relationship to business strategy and performance. This research analyses recruitment and selection as one of the personnel practices from the gamut of entire personnel processes and evaluates the flaws that exist in its effective implementation in organisational setup. Although there is wide recognition of the significance of the integration of personnel practices with business strategies' little research has been devoted on how recruitment and selection strategic integration happens and what might be its effects on organisational performance (Budhwar 2000, Shen 2004).

The integration of personnel and business strategy is possible by the 'fit' of human resources through a variety of personnel practices including recruitment and selection in accordance with the business needs (Legge 1995, Budhwar 2000).

Most of the research on recruitment and selection have

been conducted in Western contexts, mainly in the United States (Breaugh & Starke 2000, Wright, et al. 2005). The task of research in developing economies, such as India with considerably different cultural and institutional broadsides, is likely to have a profound impact on benchmark in personnel practices. For instance, at the macro level organisations tend to be similar with respect to socio economic aspects, while at the micro level they differ from each other due to cultural differences (McCaughey & De Cieri 1999). Empirical evidence shows that personnel practices vary significantly between countries and even within (Betcherman, et al. 1994, Guest 1997, Schuler & Jackson 1999). Inferentially, there is a pressing need to conduct research on recruitment and selection integration and its effects on organisational performance, particularly in Indian insurance companies. The conceptual framework building from this research is important as India is experiencing the impact of internationalisation theory (Niosi & Tschang 2009).

Budhwar (2000), Lam and White (1998), and Shen (2005) suggested that personnel integration should be examined both in formulation and implementation phases of a business. Formulation is concerned with making decisions with regard to an organisation's mission, vision and short term and long term objectives and plans, while strategic implementation is concerned with aligning the organisational structure, systems and processes to achieve the business strategy (Johnson & Scholes 1999).

The recruitment and selection strategic integration is positively related to market share, sales growth, profit growth, employee productivity and employee satisfaction. (Arthur 1994, Delery and Doty 1996, Huselid 1995, Youndt, et al. 1996, Huselid, et al. 1997, Ichniowski, et al. 1997, and Pfau and Kay 2002, Pareek 2004, Blanchard & Blanchard 2005). While Clake & Winkler 2006 reported that employee turnover is non significantly associated with recruitment and selection strategic integration.

Ashok Chanda, et al. (2010) by investigating the extent to which recruitment and selection integrates with business strategy and the relative effects of different levels of such strategic integration on organisational performance reported that a majority of the Indian insurance tended to have a high levels of strategic integration in recruitment and selection" His finding indicated that there was robust HR input into business strategies, and business strategies are generally interpreted into personnel policies and practices in Indian insurance. He further reported that a level of personnel practices in business strategy formulation is often accompanied with a high level of integration in business implementation.

## 3. Research Methodology

The present study mainly focused on comparative analysis of personnel policies & practices in LIC, Bajaj Allianz and HDFC with the special reference to recruitment and selection. The assumption that the recruitment & selection adopted by LIC, HDFC & Bajaj Allianz will improve the employee performance & fulfill the organisational objective were construed as hypothesis of research.

Randomly selected employees under consideration constituted as "universe" with the sample size of 115.

In the process of critical and scientific study proper questionnaires were developed to record in correct perspective and concrete information to provide best possible results. Besides, the secondary source of data were obtained through the literatures of the companies, annual reports, notification, orders, circulars and other related official records of LIC, Bajaj Allianz & HDFC in assessing the strength and weaknesses.

A total of 300 questionnaires were distributed randomly selecting respondents of different categories from LIC, HDFC & Bajaj Allianz and finally 115 were obtained out of which 60 were included in the study on 4 point Li Kert scale to understand the relationship with the employees & valuable reports. The data obtained were subjected to statistical analysis using Pearson Chi Square test, analysis of variance and Tukey's multiple comparison test using SPSS 35 Statistical Software.

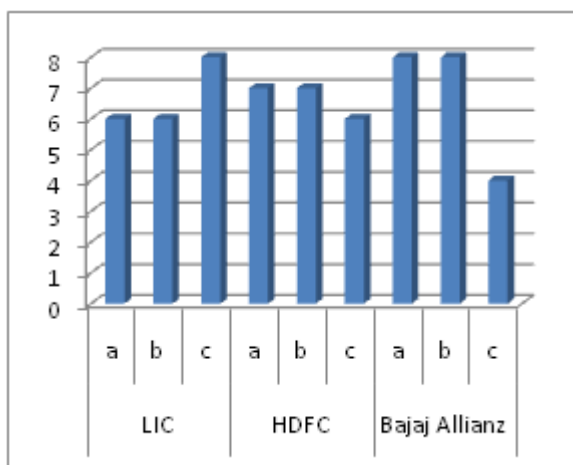
#### 4. Analysis & Interpretation of Data

##### Recruitment & Selection

Q.N. 1 Whether he was satisfied with recruitment system?

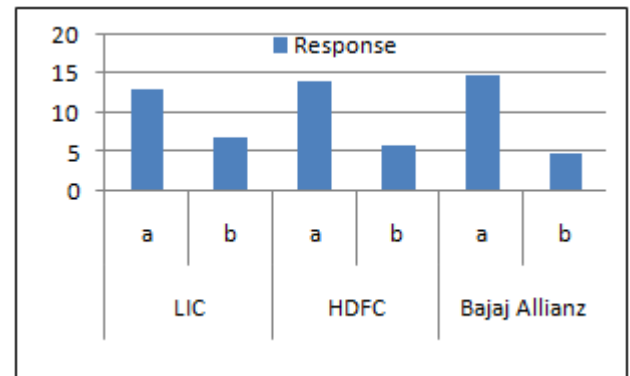
(a) Satisfied (b) Good (c) Excellent

Organization	Option	Response	Percentage	P-value
LIC	a	6	30	0.6297 (NS)
	b	6	30	
	c	8	40	
	Total	20	100	
HDFC	a	7	35	
	b	7	35	
	c	6	30	
	Total	20	100	
Bajaj Allianz	a	8	40	
	b	8	40	
	c	4	20	
	Total	20	100	



In a response to the question no. 1, the P values (0.6297) was significantly not different ( $P < 0.05$ ). The Tukey's multiple comparison test was not significantly different

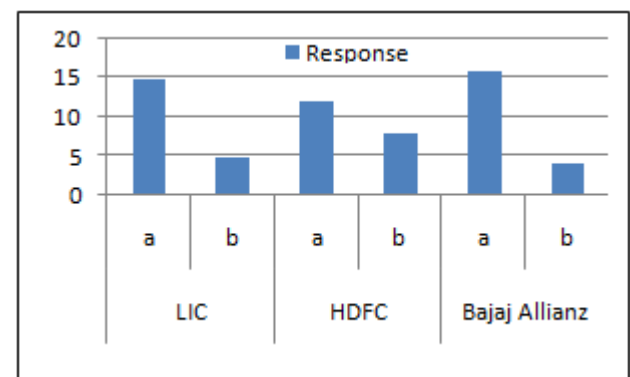
between satisfactory vs. good and excellent & good vs. excellent. However most of the employees were satisfied. With the recruitment system in Bajaj Allianz with variability observed in LIC & HDFC.



Q.N. 2 Whether the recruitment process was documented?

(a) Yes (b) No

Organization	Option	Response	Percentage	$\chi^2$
LIC	a	15	75	(NS)
	b	5	25	
	Total	20	100	
HDFC	a	12	60	
	b	8	40	
	Total	20	100	
Bajaj Allianz	a	16	80	
	b	4	20	
	Total	20	100	



In a response to a question no. 2 the majority of the employees felt that the recruitment process was well documented in all the three organizations and could be answered as and when needed. However, the percentages of the people were quit sizeable with highest in HDFC (40%) who did not have any knowledge about the documentation. The chi square test indicated non-significant difference ( $P < 0.05$ ).

Q.N. 3 Whether the knowledge of the recruitment process was clear?

(a) Yes (b) No

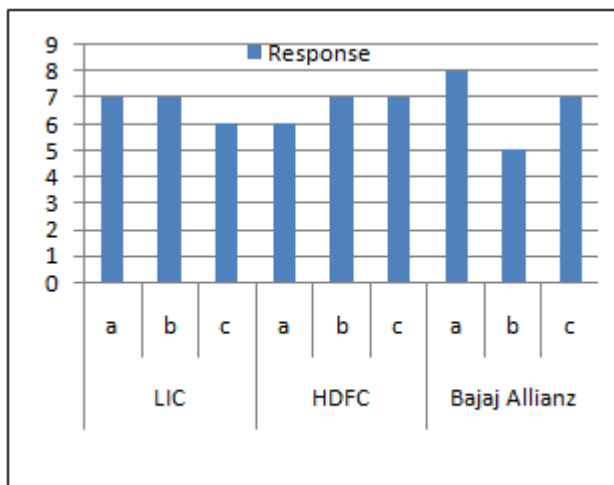
Organization	Option	Response	Percentage	$\chi^2$
LIC	a	13	65	0.7881 (NS)
	b	7	35	
	Total	20	100	
HDFC	a	14	70	
	b	6	30	
	Total	20	100	
Bajaj Allianz	a	15	75	
	b	5	25	
	Total	20	100	

In a question whether the knowledge of the recruitment process was clear (Table-3), highest number of employees (75%) had clear understanding in HDFC & Bajaj Allianz. However, the knowledge about the recruitment process in LIC was least understood or vague which could be due to large organization. The chi square analysis, however, indicated non-significant difference between LIC & HDFC / Bajaj Allianz.

Q.N. 4 Whether the recruitment system was transparent at all levels?

(a) Not at all (b) To some extent (c) To great extent

Organization	Option	Response	Percentage	P-value
LIC	a	7	35	0.6297 (NS)
	b	7	35	
	c	6	30	
	Total	20	100	
HDFC	a	6	30	
	b	7	35	
	c	7	35	
	Total	20	100	
Bajaj Allianz	a	8	40	
	b	5	25	
	c	7	35	
	Total	20	100	



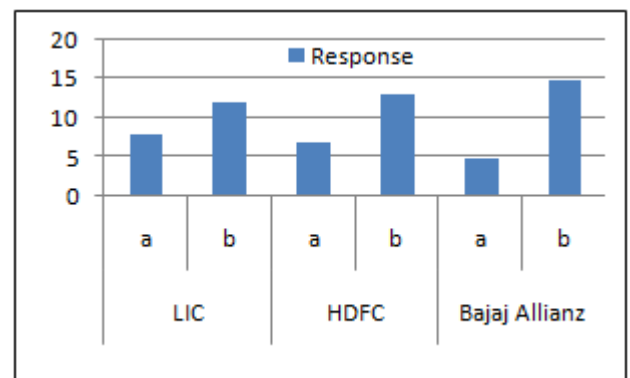
In a question whether the recruitment was transparent at all levels (Table-4) a sizeable percentage of the people held that the transparency was evident to great extent in all the

recruitment process being carried out in LIC, HDFC and Bajaj Allianz. Tukey's multiple comparison test also indicated a non significant difference between the ..... , a & c and b & c levels of Transparency.

Q.N. 5 Was the recruitment process uniform at all the levels?

(a) Yes (b) No

Organization	Option	Response	Percentage	$\chi^2$
LIC	a	8	40	0.5916(N S)
	b	12	60	
	Total	20	100	
HDFC	a	7	35	
	b	13	65	
	Total	20	100	
Bajaj Allianz	a	5	25	
	b	15	75	
	Total	20	100	

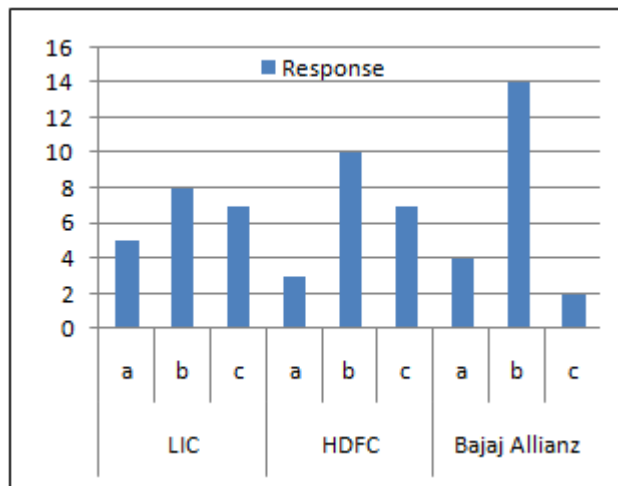


In a question whether the recruitment process was uniform at all levels, the highest response was in favour of (b) i.e. it lacked the uniformity. The highest response was in case of Bajaj Allianz. Since the measures of the recruitment cannot be uniform for the different levels of recruitments, the variability will be imperative. The  $\chi^2$  test, however, indicated non significantly different from the uniformity.

Q.N. 6 Whether the department needs were also linked in the interview of the recruitment process?

(a) Totally linked (b) Partially linked (c) Not at all

Organization	Option	Response	Percentage	P-value
LIC	a	5	25	
	b	8	40	
	c	7	35	
	Total	20	100	
HDFC	a	3	15	
	b	10	50	
	c	7	35	
	Total	20	100	
Bajaj Allianz	a	4	20	
	b	14	70	
	c	2	10	
	Total	20	100	

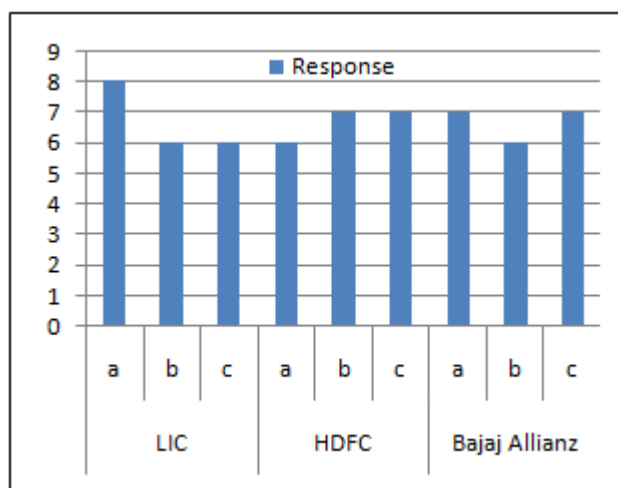


In a question whether the department needs were also involved in the interview for recruitment and selection processes, it was observed that only a few departmental heads were considered to be involved in the interview processes and majority of them, they were partially linked, i.e. they were only required to set the papers to decide the packages. The analysis of variance and Tukey's multiple comparison tests indicated significantly different between totally vs. partially linked case.

Q.N. 7 In a question – whether the response of HR department on the issue of vacancy was quick?

(a) Quick (b) Slow (c) Lethargic

Organization	Option	Response	Percentage	P-value
LIC	a	8	40	
	b	6	30	
	c	6	30	
	Total	20	100	
HDFC	a	6	30	
	b	7	35	
	c	7	35	
	Total	20	100	
Bajaj Allianz	a	7	35	
	b	6	30	
	c	7	35	
	Total	20	100	



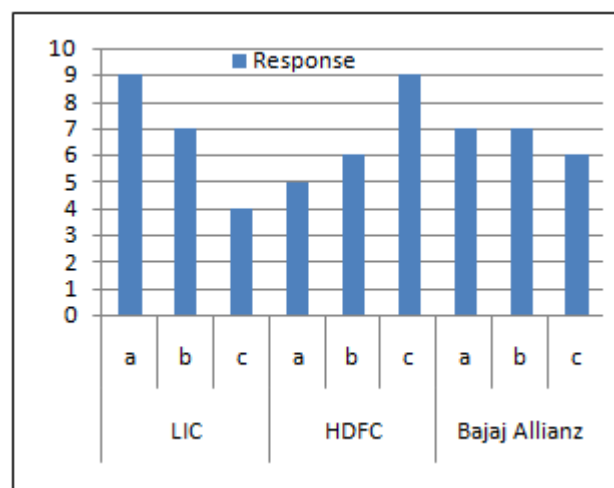
In a question on the report of the vacancy to the HR

department, the highest response was in favour of LIC. However, lethargic actions were also found in sizeable numbers and as a result the vacancy existed for long time and consequently the production performance was slow. The lethargic action was observed to be highest both in HDFC and Bajaj Allianz. However, the analysis of variance and Tukey's multiple comparison test did not show any significant difference.

Q.N. 8 Whether the design of the written test gave full satisfaction for real advantage?

(a) Full satisfaction (b) Partial satisfaction (c) Least satisfaction

Organization	Option	Response	Percentage	P-value
LIC	a	9	45	
	b	7	35	
	c	4	20	
	Total	20	100	
HDFC	a	5	25	
	b	6	30	
	c	9	45	
	Total	20	100	
Bajaj Allianz	a	7	35	
	b	7	35	
	c	6	30	
	Total	20	100	



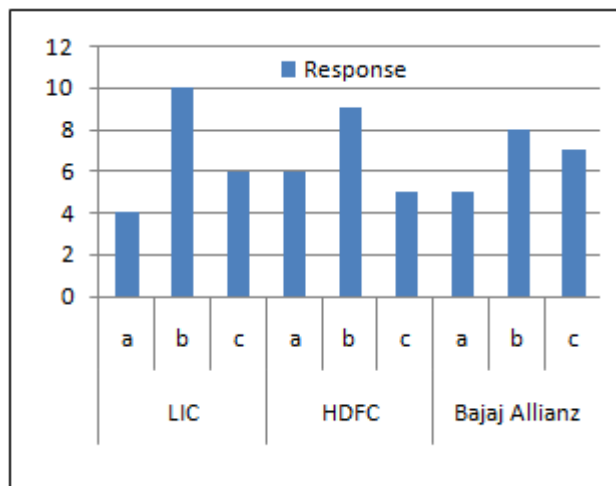
In a question whether the design of the written test gave the full satisfaction to the advantage of the organization, the highest satisfactory report came from LIC in comparison to others two. From the response, it is also evident that the majorities of the employees found the written test not beneficial and were time consuming. The designs were not fully satisfactory. However, the analysis of variance and Tukey's multiple comparison test were not significantly different among themselves.



Q.N. 9 Whether the duration of the written test was adequate?

(a) Short (b) Adequate (c) Long

Organization	Option	Response	Percentage	P-value
LIC	a	4	20	
	b	10	50	
	c	6	30	
	Total	20	100	
HDFC	a	6	30	
	b	9	45	
	c	5	25	
	Total	20	100	
Bajaj Allianz	a	5	25	
	b	8	40	
	c	7	35	
	Total	20	100	

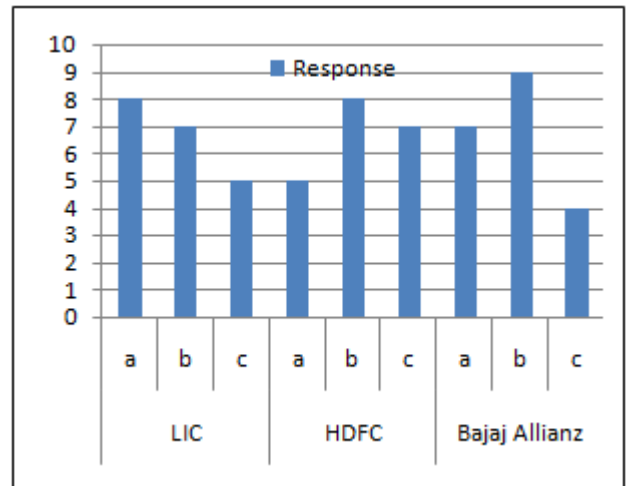


In a question whether the duration of the test was adequate, largest number of respondents affirmed positively with the highest number belonged to LIC which indicated thereby higher number of competent candidates appeared in LIC tests. The analysis of variance and Tukey's multiple comparison test indicated significant difference between the .....

Q.N. 10 Was the evaluation process standardised?

(a) Excellent (b) Good (c) Average

Organization	Option	Response	Percentage	P-value
LIC	a	8	40	
	b	7	35	
	c	5	25	
	Total	20	100	
HDFC	a	5	25	
	b	8	40	
	c	7	35	
	Total	20	100	
Bajaj Allianz	a	7	35	
	b	9	45	
	c	4	20	
	Total	20	100	



In a question whether the evaluation process of the test being standardised, majority of the respondents commented as good or average. They did not see much merit and higher transparency in the test evaluation. Some of them indicated biasness in the evaluation process. However, the analysis of variance & Tukey's multiple comparison tests were found to be non-significantly different among the traits.

## 5. Conclusion

The analysis of feedback generated through questionnaires and their different tables, graphs and statistical interpretations indicated that companies are largely following an effective recruitment & selection processes. The transparency was evident in all the three organisations with non-significant difference focus through Tukey's multiple comparison tests. However, lethargic response was evident for the quick vacancy report. The company should focus on long term consistent performance, rather than short term.

## References

- [1] Agarwala, Tanuja (2007): Strategic Human Resource Management, Oxford University Press.
- [2] Arthur, J.B. (1994). Effects of human resource systems on manufacturing performance and turnover. Academy of Management Journal, 37(3), 670-687.
- [3] Aswathapp, K. and Dash, Sadhna (2010): International Human Resource Management, fourth reprint, Tata McGraw Hill.
- [4] Atchison, T.A. (2003, May/June). Exposing the myths of employee satisfaction. Healthcare Executive, 17(3), 20.
- [5] Becker, B., & Gerhart, B. (1996). The impact of resource management on organisational performance, progress and prospects. Academy of Management Journal, 39(4), 779-801.
- [6] Betcherman, G., McMullen, K., Leckie, N., & Caron, C. (1994). The Canadian workplace in transition. Queen's University, Kingston. Ontario: Industrial Relations Center Press.
- [7] Blanchard, K. & Blanchard, M. (2005). Retain top talent, sustain your business momentum. Leadership Excellence, 7-8.

- [8] Blanchard, P.N., Thacker, J. W. & Way, S.A. (2000). Training evaluation: Perspectives and evidence from Canada. *Indian Journal of Industrial Relations*, 33(3), 295-304.
- [9] Boxall, P. F. (1996). The strategic HRM debate and the resource-based view of the firm. *Human Resource Management Journal*, 6(3), 59-75.
- [10] Bramley P. (1992) 'Evaluating Training Effectiveness', McGraw-Hill, Maidenhead.
- [11] Breaugh, J. A. & Starke, M. (2000). Research on employee recruitment: So many studies so many remaining. *Journal of Management*, 26(30), 405-434.
- [12] Budhwar, P. (2000). Strategic integration and development of human resource management in UK manufacturing. *British Journal of Management*, 11(1), 285-302.
- [13] Campbell, D. J. and Lee, C. (1988). "Self-appraisal in performance evaluation: Development versus evaluation". *Academy of Management Review*, 13, 302-314.
- [14] Campbell, J.P., Dunnette, M., Lawler, E.E. and Weick, K.E. Jr. (1970), *Managerial Behaviour, Performance and Effectiveness*. New York: McGraw-Hill.
- [15] Clifton P. Campbell, (1998), 'Training course/programme evaluation: principles and practices' *Journal of European Industrial Training*, Vol. 22, No. 8, pp 323-333
- [16] Conshaw, S. & Alexander, R. (1991). Why capital budgeting techniques are suited for assessing the utility of practices in Chinese and UK companies. *International Journal of Human Resource Management*, 6(1), 31-59.
- [17] Crawford, F.W. & Webley, S. (1992). Continuing education and training of the workforce, issues papers no. 1. London: Needham.
- [18] Delery, J. E. & Doty, D. H. (1996). Modes of theorising in strategic human resource management: tests of universalistic contingency and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835.
- [19] Durai, Pravin (2010): *Human Resource Management*, Pearson Publication.
- [20] F. J. Landy, And Farr, J. L. "Performance Rating", *Psychology Bulletin*, 87, 1980, 72-107.
- [21] Fuchsberg, G. (1993), 'Taking control', *Wall Street Journal*, Sep[tember 10, 1.
- [22] Greiner, L. (1987). *Management development*. Unpublished Manuscript, Los Angeles: University of Southern California.
- [23] Greiner, L. (1987). *Management development*. Unpublished Manuscript, Los Angeles: University of Southern California.
- [24] Guest, D. E. (1997). Human resource management and performance: A review and research agenda. *International Journal of Human Resource Management*, 8(3), 263-276.
- [25] Hall, D.T. (1984), "Human resource development and organisational effectiveness", in C. Fombrun, N. Tichy, and M. Devanna (eds.), *Strategic Human Resource Management*, New York: Wiley, 159-181.
- [26] Hall, D.T. (1984). 'Human resource development and organisational effectiveness', in C. Fombrun, N. Tichy and M. Devanna (eds.), *Strategic Human Resource Management*, New York: Wiley, 159-181.
- [27] Hood, Penelope (2009): *Developing Managers and Leaders Today for Tomorrow*, Indian Society for Training for Training and Development, Vol. XXXIX No. 4.
- [28] Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38(1), 635-72.
- [29] Huselid, M. A., Jackson, S. E. & Schuler, R. S. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171-88.
- [30] Huselid, M.A., Becker (1997), "The Impact of human resource management practices on turnover, productivity and corporate financial performance" *Academy of Management Journal*, 38, 635-670.
- [31] Ichniowski, C., Shaw, K. & Prennushi G. (1997). The effect of human resources practices on productivity: A study of steel finishing lines. *American Economic Review*. 87(3), 291-313.
- [32] Johnson, G. & Scholes, K. (1999). *Exploring corporate strategy*. (5th ed.) Harlow, UK: Prentice Hall.
- [33] Kundu Subhash C. & Malhan, Divya (2009), "Human Resource Management Practices in Insurance Companies Operating in India: A Study", *Proceedings of the 13th Asia Pacific Management Conference*, Melbourne, Australia, pp. 472-488.
- [34] Kurt Kraiger, J. Kevin Ford, Eduardo Salas, (1993) 'Application of cognitive, skill based and affective theories of learning outcomes to New methods of training evaluation' *Journal of Applied Psychology*, vol. 78, No. 2, pp 311-328.
- [35] Lam, L. W. & White, L. P. (1998). Human resource orientation and corporate performance. *Human Resource Development Quarterly*, 9(4), 351-364.
- [36] Lawson, T. (1993). Evaluating the financial impact of employee development initiatives. *Global Human Resources Strategies*, 2(1), 2.
- [37] Lawson, T. (1993). Evaluating the financial impact of employee development initiatives. *Global Human Resources Strategies*, 2(1), 2.
- [38] Lawson, T. (1994), "Measuring the Bottom-line Results of human Resources Strategies", *Global Human Resources Strategies*, 2(1), 2.
- [39] Lawson, T. (1994). "Measuring the bottom-line Results of Human Resources Strategies", *Global Human Resources Strategies*, 2(1), 2.
- [40] Legge, K. (1995). *Human resource management: Rhetoric's and realities*. London, United Kingdom: Chippingham Macmillan.
- [41] Lewis, P. (2003). New China – old ways? A case study of the prospects for implementing human resource management practices in a Chinese state-owned enterprise. *Employee Relations*, 25(1/2), 42-61.
- [42] Manion, J. (2005). *From management to leadership*. San Francisco: Jossey-Bass.
- [43] Manion, J.(2005). *From management to leadership*. San Francisco: Jossey-Bass.

- [44] Mathur, B.L. (1990), "Human Resource Development", Arihant Publishers, Jaipur.
- [45] McCaughey, S. L. & De Cieri, H. (1999). Reassessment of convergence and divergence dynamics: Implications for international HRM. *International Journal of Human Resource Management*, 10(1), 235-50.
- [46] McLagan, P.A. (1983). *Models for excellence: The conclusions and recommendations of the ASTD training and development competency study*. Washington, DC : ASTD.
- [47] Morse, G. (2003, January). Why we misread motives. *Harvard Business Review*, 81(1), 18.
- [48] Mumford, A. (1988). *Developing Top Managers*. Aldershot: Gower.
- [49] Nadler, L. & Nadler, S. (1989). *Developing human resources*. 3rd edition. London: Jossey-Bass.
- [50] Nadler, L. (1970). *Developing Top Managers*. Aldershot: Gower.
- [51] Nankervis, A., Compton, R. & Baird, M. (2002). *Strategic human resource management*. Sydney, Australia: Thompson.
- [52] Niosim J. & Tschang, F. T. (2009). The strategies of Chinese and Indian software multinationals: Implications for internationalization theory. *Industrial and Corporate Change*, 18(2), 269-294.
- [53] Ogunu, M.A. (2002). Evaluation of management training and development programme of Guinness Nigeria PLC. *Indian Journal of Training and Development*, 32(1), 22-28.
- [54] Pareek, U. (2004). Reward system for Nurturing talent and teams. *Indian Journal of Training & Development*, 34(1), 28-38.
- [55] Pfau, B., & Kay, I. (2002). *The human capital edge: 21 people management practices your company must implement (or avoid) to maximize shareholder value*. New York: McGraw-Hill.
- [56] Philips, J.J. (1997). *Handbook of training evaluation and measurement methods*. Houston, TX: Gulf.
- [57] Philips, J.J. (1999). *HRD trends worldwide: Shared solutions to compete in a global economy*. Houston: Gulf Publishing Company.
- [58] Rao, T.V., Abraham, E. (1989) "Human Resource Development Climate in Indian Organizations". pp. 70-98. New Delhi: Oxford & IBH.
- [59] Rao, T.V., Pereira, D.F. (1986), "Recent Experiences in Human Resources Development", Oxford and IBH publishing company.
- [60] Rao, T.V., Verma, K. & Khandelwal, A (1988), "Alternative Approaches and Strategies of Human Resources Management", Jaipur: Rawat.
- [61] Roberts G.E., "The Influence of Participation, Goal Setting, Feedback and Acceptance on Measures of Performance Appraisal Effectiveness", Dissertation Abstracts International (Doctoral dissertation, University of Pittsburgh, 1990)
- [62] Rodwell, J. J. & Teo, S. T. (2004). Strategic HRM in for profit and non-profit organisations in a knowledge-intensive industry. *Public Management Review*, 6(3), 311-31.
- [63] Rowley, C. & Benson, J. (2002). Convergence and divergence in Asian human resource management. *California Management Review*, 44(1), 90-109.
- [64] Saxena, A.K. (1997). *Training evaluation for results*. New Delhi: Rawat Publications.
- [65] Schuler, R. S. & Jackson, S. E. (Eds.) (1999). *Strategic human resource management: A reader*. London, United Kingdom: Blackwell.
- [66] Sengupta, Nilanjan and Bhattacharya, Mousumi S. (2007): *International Human Resource Management*, Excel Books.
- [67] Shen, J. (2004). Recruitment and selection in Chinese MNEs. *International Journal of Human Resource Management*, 15(4/5), 814-835.
- [68] Shen, J. (2005). Developing an integrative IHRM model. *Asia Pacific Business Review*, 11(3), 369-388.
- [69] Srivastava, K.B.L., Deb, S. & Prasad, A.P. (2001). Evaluating training effectiveness and customer satisfaction in Tata Steel- A case study. *Indian Journal of Training and Development*, 1(1), 45-46.
- [70] Stewart, J. (1996). *Managing change through training and development*. London: Kogan Page.
- [71] Taylor, S. and Associates (1993), "Critical Paths: A Study of the role of Executive Training and Development in Corporate Performance", unpublished manuscript (Metaline Falls, Washington).
- [72] Venugopal, K. (2008), "Insurance Employees Urge LIC, GIC to Hike Wages", *The Hindu Business Line*, June 2.
- [73] Wexley, K.N. and Baldwin, T.T. (1986), "Management development", *Journal of Management*, 12, 277-294.
- [74] Wright, P. M. & Snell, S. A. (1991). Toward an integrative view of strategic human resource management. *Human Resource Management Review*, 1(3), 203-225.
- [75] Wright, P. M., Dunford, B. B. & Snell, S. (2001). Contributions of the resource based view of the firm to the field of strategic HRM: Convergence of the two fields. *Journal of Management*, 27(6), 701-21.
- [76] Wright, P. M., Gardner, T. M., Moynihan, L. M. & Allen, M. R. (2005). The relationship between HR Practices and firm performance: Examining casual order. *Personal Psychology*, 58(2), 409-47.
- [77] Yadapadithaya, P.S. (2001). Evaluating corporate training and development: An Indian experience. *International Journal of Training and Development*, 5(4), 261-274.
- [78] York, Kenneth M. (2010). "Calculating the Utility of a Training Program", *Applied Human Resource Management: Strategic Issues and Experiential Exercises*, SAGE Publications.
- [79] Youndt, M. A., Snell, S. A., Dean, J. W., Jr. & Lepak, D. P. (1996). Human resource management, manufacturing strategy and firm performance. *Academy of Management Journal*, 39(4), 836-866.
- [80] [www.articles.economictimes.indiatimes.com](http://www.articles.economictimes.indiatimes.com)
- [81] [www.bajajallianz.com](http://www.bajajallianz.com)
- [82] [www.eindiainsurance.com](http://www.eindiainsurance.com)
- [83] [www.hdfcergo.com](http://www.hdfcergo.com)
- [84] [www.hdfclife.com](http://www.hdfclife.com)
- [85] [www.irda.gov.in](http://www.irda.gov.in)
- [86] [www.licindia.in](http://www.licindia.in)
- [87] [www.licinsurance.com](http://www.licinsurance.com)