

A STUDY ON EMPLOYEE PERCEPTION IN ORGANIZATION HUMAN RESOURCES

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ABSTRACT

This investigation broadens the current research on the privatization of the Taiwan media transmission industry by investigating a wonder that is significant for representatives and hierarchical administration. A sum of 815 representatives from the three biggest media communications firms in Taiwan took an interest as subjects in this investigation. Following multifaceted unwavering quality and legitimacy tests, SEM was utilized to test the speculations. Our discoveries uncover that progressions in hierarchical administration have brought about changes and changes to laborer esteems. Already received HRM advancement and upkeep frameworks never again influence levels of responsibility; representatives tend to act in view of the impact of here and now connections, and hierarchical duty is driven basically by compensate frameworks. These discoveries give humble help to the part that activity fulfillment plays in influencing authoritative responsibility, which is related with worker impression of mental business problems. [TBreslin, M. M. \(2012\)](#)The outcomes are valuable for chiefs who look to create compelling selecting frameworks inside the media communications industry. This paper additionally enhances the current assortment of writing in regards to specialist esteems. Hierarchical changes point to a requirement for future research concerning execution examination construction— a basic factor in HRM capacities. Representative reactions to the privatization of the Taiwanese media communications industry fill in as a significant reference for different countries and ventures confronting privatization.

KEYWORDS:

Employees behaviour , employees satisfaction,HR policies, organizations and planning in human resource management

INTRODUCTION

Investigations of the parts played by human asset administration (HRM) experts in making and keeping up hierarchical execution have been the focal point of research in the course of recent decades (Arthur and Boyles, 2007; Arthur, 1994; Huselid, 1995; Huselid, Jackson and Schuler, 1997). HRM is very related with authoritative execution (Hiltrop, 1996).

Researchers have additionally discovered that HRM can expect the part of conventional authoritative administration and turn into a key hierarchical resource (Gerhart and Milkovich, 1990; MacDuffie, 1995; Wright and Haggerty, 2005). The worldwide media communications industry has become out of the conventional utilization of capital and innovation as focused powers and moved to an information driven time that underscores learning administration and scholarly capital. Knowing how to catch and oversee authoritative HR is a key achievement factor for aggressiveness (Wright and Boswell, 2002) in the broadcast communications industry. These kinds of changes have likewise affected the media communications industry in Taiwan. This change likewise brings up various issues relating to: the effect of new HRM frameworks on the association, worker view of the new HRM frameworks, and the effect of these progressions on result factors including authoritative duty and occupation fulfillment [Bohnert, and Ross, W.. \(2010\)](#). The exploration objectives of the present examination center around every one of these issues. Thusly, the consequences of this investigation help to improve HRM adequacy both hypothetically and practically speaking.

Hypotheses and ideas relating to Organizational Commitment (OC) have increased significant consideration in the field of administration and social sciences. [Burke, M., Marlow, C., and Lento, T.. \(2009\)](#). Various examinations have investigated the relationship amongst OC and different marvels with great outcomes. [Cain, Jeff. \(2011\)](#) Baruch (1998) noticed that OC is applicable for all. Associations ought to be focused on the majority of their workers, and representatives thusly ought to be focused on the CEO, and in addition the activity and organization of their firm. Trishala A , Lakshmi T and Rajeshkumar S (2018) Each worker needs

to show this dedication. In spite of the fact that supplanting top level directors is a more exorbitant exercise than supplanting an individual from the cleaning staff, the two cases require a procedure of choice, enrollment and preparing. OC enables representatives to work towards a shared objective, and in that capacity fills in as the point of convergence of this examination. [DeKay, S. H.. \(2009\)](#)

All the more particularly, this investigation investigates worker view of the HRM framework at the individual level— the formal authoritative structures that influence representative discernments are set as determinants, while singular duty towards the association is set as a result variable [Gilbert, Eric, and Karahalios, Karrie. \(2009\)](#). As per the above thoughts, a social model is then settled, inside which work fulfillment is set as the interceding factor.

The creators likewise unequivocally display the impacts of inside systems of media transmission associations on result factors. Baruch (1997) led an exact investigation to assess the nature of HRM in associations, noticed that HRM is exceptionally connected with representative fulfillment and responsibility. [Goodings, L., Locke, An., and Brown, S. D.. \(2007\)](#) Additionally, these perspectives are associated with authoritative execution and viability. This investigation looks to investigate the Taiwan broadcast communications industry regarding the above territories on a scale only sometimes utilized in past research. What's more, current HRM hypotheses and practices are viewed as unique because of the fast changes that happen in both in the inner and outer authoritative conditions. In light of the holes that exist between HRM inquire about hypotheses and practices (Ferris et al., 1999), this examination Dr.Lakshmi T and Rajeshkumar S (2018) offers investigate comes about on worker recognitions and the related intervening and result factors trying to accomplish the accompanying objectives, and subsequently give intriguing and critical headings to future specialists. [Joinson, Adam N.. \(2008\)](#) AIM: The aim of the study is to study on employee perception in organisation human resource.

OBJECTIVES

1. To study the impact of educational qualification of employees on the employee's perception towards HR policies.

2. To suggest measures to improved implementation of policies on the BPO companies in the study area.

HYPOTHESIS:**NULL HYPOTHESIS:**

There is no significant relationship in HR culture & practices in an organization

ALTERNATIVE HYPOTHESIS:

There is a significant relationship in HR culture & practices in an organization.

RESEARCH METHODOLOGY

- Research Design: The research design adopted for this study is Descriptive Method. The perception of the respondents on the selected human resource management practices namely human resource planning and policy, talent acquisition, learning and development, employee retention, employee engagement, compensation and benefit management, health safety and wellbeing measures, performance management system, career and succession planning and exit process in Madras Cement Limited at Govindapuram in Ariyalur district is considered in the study.
- Sampling Design and Size: Stratified Random Sampling Technique was adopted with a sample size of 154 respondents consisting of 38 Officers, 40 Staff and 76 workmen.
- Method of Data Collection: The primary data needed for the analysis were collected through a structured questionnaire using Likert's five point scale. All the other relevant information for the study were collected from journals, books, magazines and relevant web sites.
- Analysis of Data and Tools Used for Analysis: SPSS Package was used to analyze the data collected. The tools used for analysis include Frequencies, Percentages, Karl Pearson's Coefficient of Correlation to determine the relationship between the independent variables and opinion on overall human resource management practices and One way ANOVA to determine the extent to which the demographic variables namely age, experience and category determine the opinion of the respondents on the various dimensions of human resource management practices.

HUMAN RESOURCES MANAGEMENT PRACTICES PERCEPTIONS QUESTIONNAIRE:

To build up a survey to gauge representatives' impression of the significance of HRP we characterized two phases. [Lampe, C., Vitak, J., Gray, R., and Ellison, N. \(2012\)](#). In the first place arrange, roused by past ongoing deals with superior HR hones (Kehoe and Wright, 2013; Hinkin and Tracey, 2010) a sum of 21 things were produced to gauge seven HR hones (each created by 3 things): Integration and newcomer facilitating (e.g., "When I began working for this association, I was joined and bolstered by my chief"), preparing ([Moqbel, Murad. \(2012\)](#)) e.g., "The preparation I get in this association builds my expert esteem"), execution administration (e.g., "The input I get about my execution is helpful to enhance it"), vocation (e.g., "There are chances of profession advancement in this association"), inward correspondence [Crossbeam, M. V. \(2012\)](#).

(e.g., "The data that is transmitted through the interior correspondence implies is helpful and applicable for my action"), rewards (e.g., "My prizes are satisfactory considering the estimation of my activity contrasting with different occupations in this association") and festivity and acknowledgment (e.g., "In this association, the snapshots of festivity and open acknowledgment strengthen representatives' camaraderie"). Things were scored on a five-point Liker scale (1 = firmly dissent, 5 = unequivocally concur). [Ajaz Akbar](#)

HR chiefs of medium-vast private area associations were counseled (6 executives in Lisbon head workplaces) to scan for vague or hazy things and to approve if all the seven practices and things secured the most noteworthy HR exercises in their associations, this errand was imperative to assemble build legitimacy and representativeness of the poll (Kline, 1994). Keeping in mind the end goal to dissect the legitimacy confirm in a first minute exploratory factor investigation was directed and comes about indicated factor loadings higher than 0.50 for all things and the seven practices were distinguished. In a moment organize, Confirmatory Factor Analysis (CFA) was performed following Russell (2002) suggestions when we imagine at breaking down a multidimensional poll. Two CFA examinations were performed for correlation between one-factor displays with a seven-factor demonstrates which mirrored the structure of the HRP poll, the consistency was watched, and the alpha coefficient was registered. [Budhwar, P.S. \(2000\)](#)

SOCIAL EXCHANGE THEORY

Early conceptualizations of social trade hypothesis (SET) can be followed to Gouldner (1960), who kept up that to boost one's own results, people take part in helping practices to produce sentiments of correspondence. At the point when connected to associations, the basic precept of SET is that people and associations go into proportional connections in which the association gives a steady, reasonable, and only condition in return for unwaveringness and full of feeling duty with respect to the worker (Moorman, Blakely, and Niehoff, 1998; Rupp and Cropanzano, 2002). SET with regards to the work environment frequently has been utilized as a hidden system for clarifying states of mind and practices in light of authoritative and administrative activities [Gilmore, S., Hoecht, A. and Williams, S. \(2005\)](#)

(e.g., Erdogan, Liden, and Kraimer, 2006; Masterson, Lewis-McClear, Goldman, and Taylor, 2000; Scott and Colquitt, 2007). For instance, Rhoades, Eisenberger, and Armeli (2001) found that sentiments of emotional duty are decidedly identified with worker view of authoritative prizes, including acknowledgment for good work and open door for progression and high income and also sentiments of chief help.

SET is particularly appropriate to inspecting the HRM framework measurements of equity since it clarifies trade associations with both the association and people. Inside the broadcast communications industry, connections amongst representatives and the association additionally identify with the hypothesis of social trade. [Hanlon, G. \(2007\)](#) This sort of intuitive relationship can be potential employment disappointment. [Rajendra Kumar Sharma, Dr. Sangeeta Jain](#) Workers stretched out to talks on representative supervisor associations and worker observations and remarks on the hierarchical work frameworks. As indicated by SET, when some common qualities and standards exist between the association and its workers, these two gatherings will move toward becoming pulled in to each other, and thus take part in trading practices. With respect to circumstance of non-equality in a compensational framework, in any case, contrasts in the discernments held by every one of these two gatherings can show up and prompt may decrease their mental contract with the association, prompting expanded non-attendance. Blau (1964) watched that the two ideas of responsibility and trust are critical inside SET. Thus, responsibility and trust are results of useful social trade.

PSYCHOLOGICAL CONTRACT THEORY (PCT)

The mental contract can be characterized as a representative's convictions with respect to the shared commitments between the worker and the business (Rousseau, 1989). At the point when a representative sees that the association has neglected to satisfy at least one of its guarantees, researchers have marked this as an infringement, break, as well as low satisfaction (Morrison and Robison, 1997; Robinson and Morrison, 2000; Rousseau and McLean Parks, 1993). Turnley and Feldman (1999) showed that the advancement of a worker's mental contract comes about because of individual duties to and desires for the association, and additionally impression of the hierarchical culture.

From the point of view of keeping up great mechanical relations, Herriot and Pemberton (1995) distinguished the idea of the mental contract and investigated the shared duties and commitments, and in addition the relative impression of the two workers and managers; they underlined the impacts of the two gatherings' impression of their common obligations on modern relations. [Story, J. \(1992\)](#) Workers have mental desires for themselves and their managers as far as commitments and obligations, and carry on as per these subjective recognitions; thusly, they prompt representative (dis)satisfaction of under the state of the mental contract. Visitor and Sparrow (1998) received the viewpoint of the mental contract to clarify boss worker connections in evolving conditions, while Chiang (1999) recommended that the mental contract effect sly affects both representative trust and occupation fulfillment.

SOCIAL CHANGE (DYNAMICS)

point of view This examination utilizes the viewpoints of social change and flow in watching the progressions that happened in the Taiwan broadcast communications industry as it moved from state possession to privatization, and discovered dynamic changes in the connections between workers' impression of HRM, work fulfillment, and hierarchical duty. Privatization sped up social data trades, operational effectiveness, and client familiarity with media communications items. Ceaseless change prompted incredible changes in the focused structure of this industry. The effect of globalization prompted a pattern whereby as far as possible coming about because of state-possession were expelled, prompting a free and open focused market. Before privatization, the frameworks of planning, HRM, bookkeeping, and

corporate arrangements for this industry were administered by the administration; representatives were open hirings; the authoritative structure was concentrated; the advancement and pay frameworks of the association were non-adaptable; and HRM frameworks were to a great extent disregarded.

EMPLOYEE PERCEPTIONS OF HRM AND JOB SATISFACTION

In entirety, discernment is the procedure whereby an individual faculties and gathers all the data and blesses it with "implications" (Chang, 1994). The measurement worker view of HRM for this investigation identifies with the impression of representatives who work in media communications organizations that utilization new HRM frameworks following the privatization of their associations, and its impacts on their practices and employment exhibitions. In other words, the best three media communications organizations have changed their HRM arrangements and procedures that relate to staffing, advancement, pay, and upkeep attributable to the immense changes induced by privatization. All things considered, one research objective of this investigation concerns how worker impression of their new HRM frameworks impact their activity fulfillment and authoritative duty.

RELIABILITY AND VALIDITY TESTS

Before the factor examination, we performed both a Kaiser-Meyer-Olkin measure of inspecting sufficiency and a Bartlett test to three interior measurements of the view of HRM frameworks, work fulfillment and hierarchical responsibility. The examination comes about demonstrated that the three dimensional KMO esteems all surpassed 0.9, which showed that a factor investigation would be suitable. Factor examination embraced the key part factor investigation to separate components, and after that carried on to orthogonal pivot by varimax, choosing eigenvalues more noteworthy than 1 and the factor measurement that had a stacking more noteworthy than 0.45. Table 2 demonstrates that impression of HRM frameworks had eigenvalues more noteworthy than one (we set the standard at one or above). For the four sub-measurements of worker impression of HRM, just a single staff administration thing was a turned around thing depiction; the factor stacking was 0.881, and the eigen value was near 1 (1.004). Hierarchical responsibility, the third estimation instrument, had an eigen value that

surpassed 1, as appeared in Table 2. Allen and Meyer's (1996) Organizational Commitment scale was utilized for this investigation, have isolated authoritative duty into three factor. Results from the Cronbach's α examination are appeared in Table 2. The α estimation of the general impression of HRM was 0.880; the α estimation of general employment fulfillment was 0.900; and the α estimation of the general hierarchical responsibility was 0.866. These meet the prerequisites of Nunnery (1978), who expressed that a poll has amazingly high inside consistency when the α esteem is higher than 0.7. The unwavering quality of all factor measurements was very high, and met the inner consistency and dependability necessities.

TEST OF JOB SATISFACTION'S MEDIATING EFFECT

As per Baron and Kenny (1986), in a circumstance where a positive critical connection between the forerunner variable and the result variable exists, if the expansion of an interceding variable in the middle of will debilitate the first relationship or influence it to wind up irrelevant, at that point the expansion of the intervening variable is alluded to as the entire interceding impact. Hair et al. (1995) recommended that specialists ought to propose an opponent model with an entirely unexpected structure equipped towards the theoretical model's qualities. As per this recommendation, we included an adversary show in Table 4, under the state of positive huge connections between staffing administration, pay administration and hierarchical duty (H5 and H7). This opponent model was known as the non-intervening model 3 (33). We at that point thought about the first entire model 2 (32) (GFI = 0.926, AGFI = 0.872, RMP = 0.027, $X^2(32) = 170.416$, $P = 0.06$, Chi-square/level of opportunity = 5.325, with interceding impact) with the non-intervening model 3 (33) (GFI = 0.839, AGFI = 0.731, RMP = 0.124, $X^2(33) = 826.501$, $P = 0.053$, Chi-square/level of flexibility = 25.045, (with no intervening impact). The outcomes demonstrated that the model with no intervening impact had a more awful integrity-of-fit and a lower relative impact. Afterward, we adjusted the degrees of opportunity and Chisquare esteems with a specific end goal to test the effect of these distinctive models. The outcomes mirrored that the first entire model had an interceding impact, and that activity fulfillment had an intervening impact.

MAJOR THEORETICAL AND PRACTICAL CONTRIBUTIONS

This examination gives hypothetical understanding into how HRM and the participation qualities of occupation results cooperate. Worker reactions may to be sure fill in as an indicator for another hierarchical culture, even in associations experiencing radical authoritative change. Our hypothetical examination and exact discoveries add to the writing by showing the relationship among new hierarchical HR framework consequences for a basic employment result. Our outcomes empower analysts to find and track new patterns and discernment esteem procedures. In view of organization administration methods of insight, the objective of each organization is to produce an incentive for its investors, workers, and administration.

Conventional HRM hypothesis likewise expresses that representatives will appreciate high occupation fulfillment as long as the HRM framework is seen as great; in addition, under these conditions, both employment fulfillment and hierarchical responsibility are probably going to increment. The way that this examination utilized broadcast communications workers isn't critical. Our outcomes bolster the discoveries of Tremblay and Chênevert (2008). Attributable to privatization, the power of progress in the media communications advertise expanded quickly as far as profitability, representative turnover, and work atmospheres. These progressions affected remuneration approaches. Remuneration frameworks still rely upon advantages and stock rewards to fulfill representatives. Our outcomes demonstrate that worker perspectives have changed. These discoveries could demonstrate significant to different broadcast communications enterprise HR divisions on the off chance that they consider worker identities as a major aspect of their choice procedure.

MANAGERIAL IMPLICATIONS

Our incorporated HRM demonstrate delineates the connections between representative view of HRM (the predecessor), work fulfillment (the interceding factor), and hierarchical duty (the result variable), and investigates each develops suggestions for HRM. The model checks that activity fulfillment has an intervening impact on the forerunner variable and the result variable. The administrative ramifications of this model are as per the following:

1. Amid enlistment, the organization's picture is indispensable, particularly in that 'esteem creation' is viewed as a center idea. The outcomes demonstrate that view of HRM

advancement improvement frameworks and managerial frameworks altogether impact work fulfillment, yet that they don't impact pledge to the association. These discoveries infer that workers center around here and now connections. Along these lines, as far as enlistment procedures, the point ought to be to underline angles relating to status and position, and accordingly pull in high gauge individuals.

2. Separate HRM remuneration and extra frameworks in light of execution and abilities, as this empowers broadcast communications organizations to manage different sorts of contender dangers. Our exact outcomes confirm that impression of HRM frameworks center around the aberrant impacts of the advantages related with pay frameworks and extra frameworks. [.M.G.Rao](#)

Be that as it may, extra frameworks change inside associations, and outlining a powerful and novel framework is essential. Firms ought to consider how to designate rewards to representatives keeping in mind the end goal to mirror their real execution.

MANAGERIAL IMPLICATIONS AND SUGGESTIONS FOR PRACTICE

The scientific aftereffects of this examination demonstrate that rich data is installed in this field; a greater amount of the administrative ramifications for a broadcast communications organization's human asset administration can be investigated.

This exact research confirms that view of HRM framework center around the circuitous impacts and advantages of the pay and extra frameworks. Nonetheless, few out of every odd reward framework in each organization ought to be indistinguishable. [.Satheeshkumar.L](#) In this manner, how to outline a more unpretentious, successful and remarkable ability based HRM pay and reward framework tests the efficient auxiliary plan of broadcast communications organizations

FINDINGS:

- It is inferred that around two-fifth of the sample population stand neutral over the on the job training satisfaction levels.

- The aftereffects of the chi-square test demonstrates that there is absolutely no relationship existing between the long stretches of involvement and fulfillment levels over the at work preparing

SUGGESTIONS:

- The management can adopt new method of appraisal than the present tool performance evaluation sheet, They can adopt 360 degree appraisal
- The instructional meetings length ought to be expanded and more gifted coaches ought to be organized and the quantity of preparing programs additionally ought to be expanded

CONCLUSION:

This is a social investigation of the connections between worker impression of HRM, work fulfillment, and hierarchical duty, instead of a causal examination. Future scientists may investigate the causal connections between these factors, particularly between work fulfillment and authoritative duty, as this subject is as yet being discussed in the writing as far as which aspect (work fulfillment or hierarchical responsibility) fills in as a determinant of the other.

This examination widely tests the connection between these factors in the broadcast communications industry in Taiwan. As the Asian market currently assumes a critical part in the worldwide economy, we trust that universal similar examinations taking a gander at the significant social contrasts related with these connections might be a valuable territory for additionally consider. Concentrates in Taiwan can fill in as spearheading research, as similar issues may likewise show up in the Chinese market, as flow media communications partnerships in China are state-run.

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