

Theme

Sustainability & Ethics

Title of the Paper

**Unconventional Human Resources Practices for Sustainability:
An Appraisal**



- : Paper Submitted to :-

**4th International Conference on Business Ethics for Good Corporate
Governance & Sustainability**

Organized by

**Centre for Business Ethics & CSR
Gujarat Technological University, Ahmedabad
February 6-7, 2015**

- : Paper Submitted by :-

**Kalpeshkumar L Gupta
Parth M Barot**

Academic Associates, IIMA

Wing 1 A, Indian Institute of Management, Ahmedabad - 380015
Mob. 99248 97691, Off. 079-66324810, E-mail :- advocatekgupta@gmail.com

DECLARATION

Unique Code of the Research Paper/Article: CBE08

We undersigned Kalpeshkumar L Gupta & Parth M Barot certify that the Research Paper entitled *Unconventional Human Resources Practices for Sustainability : An Appraisal* is properly referenced and will be solely responsible for responding to any claims of plagiarism of the paper.

Name of the Author(s) :- Kalpeshkumar L Gupta & Parth M Barot

Date :- December 30, 2014

Place :- Ahmedabad

Unconventional Human resources Practices for Sustainability: An Appraisal

Abstract

“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

- Anne M. Mulcahy, former chairperson and CEO of Xerox Corporation

Human Resource Management (HRM) has never been as noteworthy as it is today. Many organizations today are putting their employees ahead of their customers. Now a days Human Resource (HR) is not limited to handle only planning of manpower, recruitment, selection, welfare, legal aspects, etc., but ethical practices of HR can lead the organization towards achieving competitive sustainable growth. Satisfied and enthusiastic work force i.e. Human Capital is the first and the foremost important step of HR.

Every organization has their own policy or system for managing their human capital, here in this paper we will take you through some of the most unconventional human resource practices in Performance Appraisal, Rewards and Recognitions, Training and Development and Recruiting employees that organization across the globe have adopted for managing their human capital and these practices led the organization towards sustainable growth. We confirm that though it is risky and not every organization can afford this unique exercise to manage their human capital yet some organizations adopted these exercise and exhibit excellent sustainable results through its ethical and unconventional way of HR practices.

Key Words- Human Resource Management, Performance Appraisal, Rewards and Recognitions, Training and Development and Recruitment, Sustainable Growth, Ethical Practices

INTRODUCTION

“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

- Anne M. Mulcahy, former chairperson and CEO of Xerox Corporation

Human Resource Management (HRM) is a managerial function that deals with acquiring the right kind of personnel, developing their resources, integrating the organizational goals with personnel goals, maintaining their specifications and compensating their services in time with the job and organizational requirements. Human Resources (HR) is one of the most important business function which manages, leads, facilitates and provides tools for the human capital management in the organization. It sets strategic process and procedures, runs a difficult and complex communication campaign as the organization attracts the best talents from the market, retains them with the competitive compensation and appraisal system or develops them in effective training and development programmes. HR basically synchronizes all important function of an organization i.e. Men, Material, Money and Machinery. The history of HR begins around the end of 19th century, when welfare officers came into being; in that era the organizations did not use any of HR value added processes. The brief history of HR is described in the below table.

Early Stage - Evidence of workers, hiring new employees, voluntary introduction of social programmes by factories, basic hard skills training, schools at factories, etc.¹

1900-1960 - Personal department, trade unions, social programmes for employees, productivity focus.²

1960-2000 - Business partnership, soft skills, talent development, leadership, outsourcing, diversity, innovation.³

2000-Today - Strategic business decision, performance appraisal management, sustainable competitive growth, ethical practices, outsourcing.

¹ *Brief History of Human Resource and HR Management*, Creative HRM, A Modern Human Resource Management Guide retrieved from <http://www.creativehrm.com/hr-management-history.html> on November 25, 2014

² *ibid*

³ *ibid*

As we can see above that the perception of HR has changed significantly over the period of time, now a days HR is seen as one of the main function in the organization and is not only limited to only recruiting and managing the human capital. Organizations strive to achieve sustainable competitive growth by applying unique HR practices. A renowned management consultant L. F. Urwick says, “*Business houses are made/broken in the long-run not by the markets or capital, patents or equipments, but by men*”. In this paper we will take you through with some selected cases of the organizations across the globe who has adopted the unconventional ethical HR practices for managing their human capital and achieve sustainable competitive advantage.

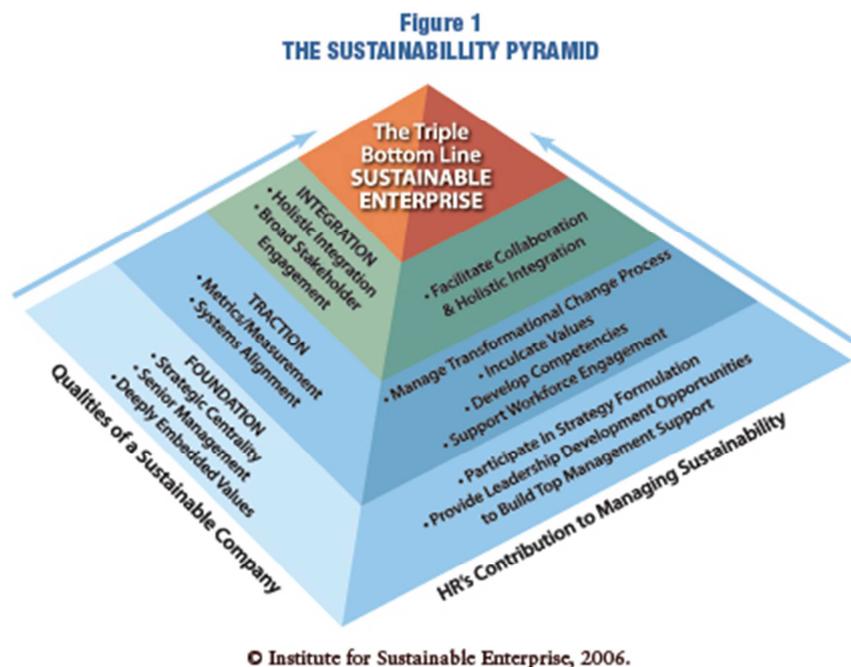
LITERATURE REVIEW

Ethics in Human Resource Practices (HRP) leads to unconventional practices. Being ethically; organization rewards their employees beyond the limit what is generally required. Ethics in HRM leads to higher organization performance. Huselid M A (1995) did an empirical study and demonstrated that high performance HRM systems had a significant positive impact upon overall financial performance, productivity, and turnover. According to the results of analysis, there is a high positive correlation between business ethics practices in HRM and organizational performance (Serkan Bayraktarogly & Sevdije Ersoy Yilmaz, 2012). Tamar Shultz & Yael Brender-Ilan (2004) carried out study and found that organizations should make an effort to understand their employees’ preferences when it comes to moral decision making, and, if possible, try to create an environment that corresponds. An organization’s Human Resource function can be instrumental in facilitating a comprehensive approach for creating a culture of sustainability and environmental stewardship (Jay Liebowitz, 2010). The Human Resource Department of a company has the capability to play a significant role in the creation of their company’s sustainability culture (Harmon, Fairfield & Wirttenberg, 2010; Wirttenberg, Harmon, Russell, & Fairfield, 2007).

Sound HRM helps top management to make efficient and effective strategy for the firm. HRM should not be left to HR specialists. Human resources should be managed by general managers, who integrate HR strategy with the broader business strategy of the enterprise. (James N. Baron & David M. Kreps, 1999). Support of top management is essential to have sustainable HRP. Research increasingly suggests that a supportive senior management leads

to greater employee engagement, while an unsupportive management leads to employee disengagement (Ketter Paula, 2008). The most effective HRPs add value to their organization's effectiveness by linking people, strategy, values, and performance (Becker et al., 2001).

Human Resource leaders play significant role in organization's sustainability. Wirtenberg Jeana et al (2007) carried out a study on HR's role in building sustainable enterprise. They took convenience sample of nine companies from an independently developed list of "The Global 100 most sustainable corporation in the world". HR's broad involvement appeared more likely in firms for which HR leaders were strategically positioned and influential in the firm.



Source :- Wirtenberg Jeana et al (2007)

Days are gone when customers were considered as king. Organizations were busy in keeping customer happy now and then. But now the scenario has changed. Oliver Landreth (2014) opines that The premise for putting employees first, and not customers, is a very simple one: putting your employees first will make your employees feel more valued, this in turn will make them more engaged which will in turn result in improved performance. If you have happy and engaged employees, you are increasing your chances of creating satisfied customers.

Mohan Thite (2013) mention that there is very scant literature on HR ethics in India except some reporting in the popular press about rhetorical statements by Indian business leaders on the importance of people management and how employees are key assets to their companies.

RESEARCH METHODOLOGY

Present study is based on case study method. We have taken some selected organizations as our sample study. There are no clear literatures on unconventional human resource practices but this can be understood from organizations' ethical and strategic human resources practices.

UNCONVENTIONAL HUMAN RESOURCE PRACTICES IN SELECTED ORGANIZATIONS

Cypress Semiconductor Corporation (No Excuses Management)⁴

“If everyone in our company made ordinary business decisions in a commonsense way, we would be unstoppable”

When T.J Rodger – founder of Cypress Semiconductor Corporation of San Jose, California said this he had a clear vision for his business and he wanted to take his business a step forward by adopting unconventional practices. Cypress is in a business of supplying silicon chips to Original Equipment Manufacturers (OEMs), Lots of companies espouse a “no surprises” philosophy, but at Cypress “no surprise” is a way of life. HR in strategy is more about the movement of the Hambrick’s diamond than the diamond itself. A lot of policies need to pay attention to strategic shift. HR systems stem from strategy. Cypress has grown significantly from 200 million USD to 1 billion USD in less than 5 years’ time. Here in this case study we will examine what kind of unconventional strategy adopted by Cypress to sustain this type of tremendous growth.

To achieve sustainable competitive advantage over other competitors he followed 4 key principles and adopted very unique approach to achieve it.

⁴ Harvard Business Review July-August 1990

- Hire outstanding people and hold
- Give challenging goals
- Allocate resources to increase productivity
- Reward superior performance.

First the Hiring concept; the “Hiring Book” was used where managers would look into required process of hiring and what needs to be adopted in hiring a candidate. Managers would refer back to hiring book when performance of employees was not up to the mark and would rectify & make changes in their hiring book. Implications of hiring book is that it suppresses poor performance and managers also become conservative in a sense that even if they have 1% doubt of candidate then they reject the candidate in the interview process. There is another principle aspect of line managers taking interviews. It also is source of learning for managers who interview the candidates which is very important in the innovation aspect of business where new ideas are crucial in achieving ice breaking innovations particularly in competitive manufacturing and service industries.

Another key principle was goal setting, employees are asked to set 5-6 goals per week. These goals are fed in the system on Monday night and on Tuesday functional managers reviewed the goals; this process runs every week. This session helped them in understanding the functional challenges. This structure characterizes in specializing in one function and as the projects is spread across functions; functional managers have to decide on the priority for the employee. Each functional manager evaluates the goals of his function, decides on the priority, and detects clashes.

The allocation procedure followed at Cypress was based on productivity rather than production. Emphasis on increasing productivity puts pressure on existing employees and management is always worried about requests placed by other departments for increasing the manpower as it reduces their plans of increasing the team. Hence, they are always suggesting other teams to increase efficiency and productivity so that they have lesser requirements from within their teams.

Cypress has very unique approach to reward the superior performance. In annual appraisal, the ranking committee is being set up which appraises the employees based on monthly reports. Employee is grouped into focal groups – consisting of people sharing similar

responsibilities and is ranked pairwise in these groups. The ranking is done by managers from other functions to prevent bias. And based on that increment of an employee is determined.

This is how Cypress achieved annual compounded growth of 40% per year. This was achieved by adopting unconventional HR practices by hiring outstanding people and holding them in the company, setting up challenging goals for them, allocating key resources so as to maximise productivity and rewarding people in ways that encourage superior performance.

Richer Sounds⁵

Richer Sounds is the biggest hi-fi separates retailer in the UK with 15 branches, a warehouse and a head office, employing over 100 staff in total. To give best services to the customer is the philosophy of the company. To achieve sustainable competitive advantage; the company adopted some unconventional HR practices in training, performance appraisal and rewards and recognition by keeping its ethical values intact.

Salespersons in Richer Sounds were given training twice a year at *chairman's country home* since they were supposed to increase their knowledge of new products in market. When an employee enjoys his/her work then there is no need for any supervision. Employees who have goal or vision carry continuous motivation with them until they reach their goals. Fear aspect of energy leads to burnout within an employee. Therefore training in enjoyment mood acts as break from such burnouts and leads towards better productivity from the employees.

In Richer's case, customers are treated as bosses and they appraise salesperson by giving their feedback at every instant sale transaction is done. Only happiness of customer is key focus of salesperson and hence he deploys soft sales approach so that he/she is sure that customer is satisfied with his purchase experience. At every transaction, salesperson is appraised and hence salesperson concentrates one sale customer at a time without giving much attention to past and future sales. Here fear & goal is working simultaneously in salesperson's mind since if customer gives excellent rating he will get 3 pounds as bonus and if customer is not satisfied then 3 pounds will be deducted from his salary and he may be fired if his performance is not good for long time. Here the company is adopting carrot and

⁵ Carloz, S. (1987), Moments of Truth London: Harper and Row, Drummond, H. and Chell, E. 1992., Hills, S. 1991, *British Journal of Industrial Relations*, 29(4), 541-69.

stick approach where +3 pounds bonus act as carrot and -3 is the stick. Customer Service Index (CSI) results are open and published internally in the organization and hence implication is that there will be enormous pressure if appraisal results are made open to all.

Top performers were given golden airplanes and low performers were given wooden spoon as part of recognition and implication of this was that low performers felt humiliation in getting wooden spoon so they put extra effort next time and improves his performance.

In compensation; the company kept variable component of pay at around 1/3rd times' of the total compensation. Thus employees who like challenges, risk and enjoy doing their work who are known as Type "A" people will perform for this variable pay. Therefore high variable pay will have more number of Type "A" people and within few years harmonious organization can get transformed to high performing organization. The company also allocates certain profits for Employee Hardship Fund; the employee will feel huge sense of obligation towards employer when employer helps employees in bad times. This will result to emotional bond of employee towards the organization.

Thus by adopting these unconventional HR practices aligned with their ethical value of customer satisfaction, Richer Sounds manage to achieve 40% annual growth rate with 100 Return on Investment (ROI).

GE's Two Decade Transformation: Jack Welch's Leadership⁶

GE is diversified into many sectors of various industries over a century. Hence whatever GE does, others follow. Other players in the industry mimic GE where GE's practices get institutionalized. Therefore creating differentiation by adopting unconventional approaches in managing its workforce becomes very essential for a company like GE.

Jack Welch took over GE as CEO in 1981 and followed philosophy that its Strategic Business Units (SBUs) must be either no. 1 or 2 or fix or sell or close. He followed Boston Consulting Group (BCG) matrix (as illustrated below) but in a unique way.

⁶ Harvard Business School – 9-399-150 (Rev: May 3, 2005)

Market Growth	High	Question mark (?)	Star (*)
	Low	Dog	Cash Cow
		Low	High
		Market Share	

The emphasize was put on core business units, high tech SBUs and service oriented SBUs. He will be focusing on STAR or CASH COW SBUs since his goal was that GE subsidiaries should be either #1 or #2 in the industry. Through this DIFFERENTIATOR in strategic concept was achieved by this unique approach and also achieved strong control over its manager. He named cash cow businesses as CORE concept since they were feeding STAR business units with cash. Star businesses were seen as HIGH TECH concept where more investments were needed for R&D activities. Through focusing on such business units, higher market share was achievable which competitive advantage was and also market growth was achievable.

Worked out was another unique initiative adopted by Jack Welch to achieve sustainable advantage. It is basically 3-day session, the business head had to take decisions on any issue that came up in front of the CEO. This required the head to keep learning and updating on the latest happenings in his field throughout the year. The success of a CEO lies in how good a grasp you have over what is happening in the various divisions, even at the lower levels.

Another unique HR practice adopted by Jack Welch was Boundary less behavior; Sharing of knowledge amongst peers is key attribute achieved when there are no boundaries amongst employee behavior. But reality it is seen that learning from peers is painful experience and seniors doesn't look upon on such juniors. But it was seen that Jack felt that learning from peers is important for development of individual as well as organization and hence he linked these aspects in their performance appraisal system.

Jack also developed a concept where employees were told to stretch their targets beyond their normal limit which would stress them out. If employee was able to achieve such stretched targets, then he was paid bonuses accordingly. Every year this would happen with their targets increasing. After around 3 to 4 cycles of stretch target, GE was able to achieve double

its sales target. This is kind of unique approach that Jack adopted to get the best out of employees.

During his tenure Jack Welch managed to achieve significant competitive sustainable growth in all front through his unconventional HR practices.

Hindustan Petroleum Corporation Limited⁷

HPCL was born in 1974 when United States based Multi-National Company ExxonMobil (ESSO) was nationalized. In 1976, India nationalized the refining and marketing sector in response to the oil crisis of the 1970s and introduced controls on production, imports, distribution and pricing of crude oil and petroleum products. In 1991, the government started liberalizing the economy and in 1993, it allowed private companies to enter into exploration business. Two major companies Reliance and Essar Oil were expanding fast in the marketing of petroleum products. HPCL had been undertaking major organizational initiatives since 1995 to compete effectively in such a highly competitive and changing environment. In response to the competition, HPCL had expanded its network along with many other initiatives. HPCL employed 10500 people including 3500 officers. To manage such a large workforce, HPCL adopted some unique HR practices especially in Training and Development. Initially they focus on Management Development Programme (MDP) where all sales officers (SO) and regional managers (RM) were given training. This training to all SOs and RMs were given since Club HP was becoming successful and the company was being positioned as a “hassle free experience” so HPCL management thought that if change is such big, then people who have larger impact should be addressed. These people were influential employees who can make large impact namely the SOs and RMs.

Then they did Training Need Analysis (TNA); which was very unique in India in 1990s; It is a powerful technique in understanding gaps of skills that are present in the employees. Training need analysis fills competency gaps and makes develops employees to face organizational challenges. Actually in this particular case these needs were mentioned in the consultant’s report. But instead of management going with consultant’s report, they met few RMs and SOs, customers and dealers in a week and they found exactly same findings as that

⁷ Indian Institute of Management, Ahmedabad Case, IIMA/BP0315

of consultant's report. That saved lot of money for the company and delivers competitive advantage over others.

Hari Krishna Exports

In October 2014, Mr. Savjibhai Dholakia, owner of Hari Krishna Exports, a diamond exporting company based at Surat, Gujarat, India allocated the fund of INR 50 crore for Diwali bonus; he gifted cars to his 491 employees, funds to 207 employees for buying residential flats and jewelry to his 570 employees. This is very unique in kind as it is difficult to believe that the company spends INR 50 crore for Diwali bonus but it's true.

Mr. Dholakia treats his company's employees as god. He believes that his success is due to employees' loyalty towards the company. Company started in 1991 with export of Rs 1 crores now it is exporting more than 6000 crores. He assures that other companies will learn from this. He calls his employees (diamond worker) as *Diamond Engineer* and *Diamond artist*. In this field employees are not very much educated yet he is paying compensation worth more than 50K per month in general. Company also takes care employees' parents like it send parents to pilgrimage.

Apart from this Mr. Sullivan John (2012) has described some bold and outrageous HR Practices which are mentioned below in brief;

Tata Consultancy Services

The quality of hire results provided by employee referrals has been encouraged firms to redesign their programs. While many firms discourage nominating friends as referrals, Tata Consultancy Services of India did the opposite. It developed a program that was specifically designed to encourage buddy referrals by making "your friends your colleagues." Its slogan "what if all your friends worked with you at TCS?" is a powerful one. The pressure to increase employee referrals has become even stronger now that employees can use social media to make more contacts so DNA nexus raised the reward bar by offering a \$20,000 referral bonus plus a free DNA screening for referring a software engineer who was hired.

Amazon

Amazon recently placed a letter containing information about its employee educational reimbursement benefits directly on its customer homepage. Although a letter about benefits might startle shoppers, it also sends a message to everyone who interacts with Amazon that employee welfare and development is important. Placing HR and recruiting information in the middle of a firm's primary homepage is certainly unique.

Google

Google recently revealed that it offers amazing death benefits to every U.S. employee. Should any of its U.S. employees die, their surviving spouse or domestic partner will receive 50% of the employee's paycheck each year for the next 10 years! With a young employee base, fortunately not many will likely take advantage of this benefit, but it still sends a powerful message that benefits at Google are different.

Reval Casino and Hotels

Even though most managers have the right to fire weak-performing employees, most never get around to it unless the employee does something truly disgraceful. In order to force managers to weed out weak performers, the Revel casino and hotel required many of its new hires who interact with customers to sign employee contracts with a limit of four to five years. After their contract expires, employees must formally re-apply for their job. Hotel management argues that eliminating the guarantee of a permanent job will pressure employees to remain productive and customer-friendly throughout their employment term. They also believe that top performers won't be discouraged with the lack of job security because their performance level will continue to make them desirable.

Edelman

Edelman, the powerhouse PR firm, combines social media and "meet up" events to attract and build relationships with the very best. It uses employee social media contacts to invite candidates to mingle and to build relationships at social events held at popular restaurants. Candidates are offered unique snacks and drinks, while senior executives give a brief presentation. At the events, employees wear name tags with their Twitter handles on them. Attendance has reached as many as 300 and the events have resulted in more than 25 hires.

Local Chinese Firm

The Chinese are learning how to be bold in recruiting by offering a TV show entitled “Only You” where candidates are interviewed and hired by executives in front of a live TV audience.

Kixeye

Game creator Kixeye put together an outrageous recruiting video that pokes direct fun at its competitors. The video literally mocks the age of EA’s approach to gaming by including the logo “EAARP Games” (A reference to the AARP senior group) and an aging executive with an oxygen breathing tank. They also mock another competitor, Zynga, by transforming its famous dog logo to a logo showing one dog literally humping another. To most, this mocking would definitely be in bad taste, but to candidates in the gaming industry, it may be considered cool and bold.

Foursquare

A major role of the HR department is to track absenteeism and vacation days. However, foursquare have begun to offer unlimited amounts of vacation and sick leave. This bold approach treats employees like mature adults who know how to manage how much time to spend away from work. By offering compelling work, tightknit teams, and performance-based pay, the firm offers enough positive incentives to drive employees to work more hours.

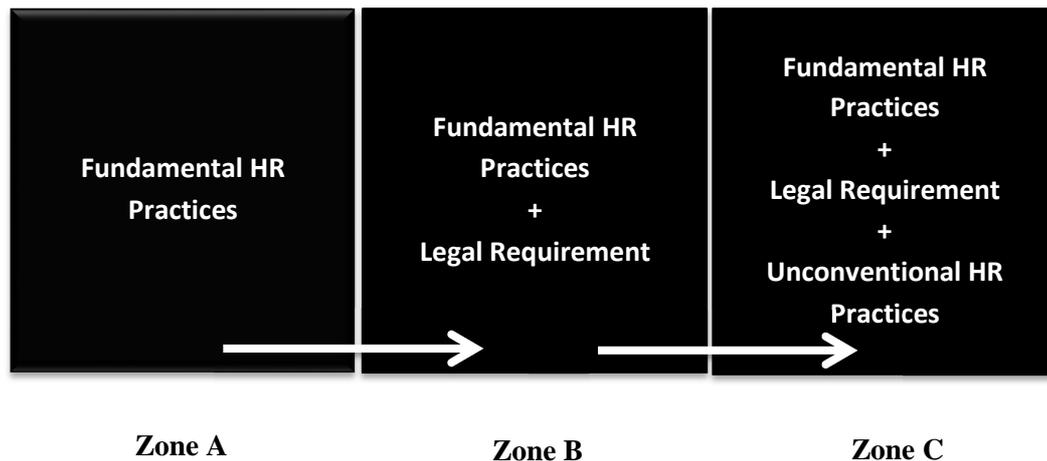
CONCLUSION & DISCUSSION

Mr Narayan Murthy rightly said *"You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity."*

From the above discussion; it is now obvious that functioning HR in a conservative manner might have served your company well in the 1990s, but unfortunately it may be inappropriate and even detrimental today. This fast-changing and highly competitive business world has caused senior executives to innovate not just in their product lines but also in all of their business processes.

It must be noted that not every company can adopt and perform unique practices such as this at it requires lot of courage. There is a saying “*the more you try something extra the more risk of failure is there*”. To illustrate further we have divided HR practices in three zones as mentioned in Figure 1.

Figure 1:- Zone of HR Practices



Zone A

In the beginning of the business some fundamental HR practices are followed by the organizations.

Zone B

As soon as the business grows, organization enters in this zone and it has to comply specified government rules and regulations along with some fundamental HR practices.

Zone C

This is the zone where we can find very few companies. These companies go beyond the fundamental HR practices and legal requirements. It requires lot of risk to be taken to enter in this zone. Some companies ripe the benefits whereas some end up in making loss or lead to complete failure.

It must be note that an organization can only achieve the competitive sustainable growth when all the HR practices are aligned to the **business model and the organization culture**.

MANAGERIAL IMPLICATIONS

Present study can help other organizations to implement one or more uncommon human resources practices as discussed above. These practices will help them to make sustainable development.

LIMITATIONS OF THE STUDY/FUTURE SCOPE OF THE STUDY

Present study is limited to selected organizations. One can take up other organizations having unconventional Human Resources practices for their study.

References :-

- Becker B. E., M. A. Huselid & D. Ulrich (2001), "The HR Scorecard: Linking People, Strategy and Performance", *Harvard Business School Press*, Boston, MA
- Cam Caldwell, Do X Truong, Pham T. Linh & Anh Tuan (2011), "Strategic Human Resource Management as Ethical Stewardship", *Journal of Business Ethics*, 2011, 98:171-182
- Carloz, S. (1987), *Moments of Truth* London: Harper and Row, Drummond, H. and Chell, E. 1992, Hills, S. 1991, *British Journal of Industrial Relations*, 29(4), 541-69.
- Harmon, J., Fairfield, K.D., & Wirtenberg, J. (2010), "Missing an opportunity: HR leadership and sustainability", *People & Strategy*, 33(1): 16-21.
- Huselid M. A. (1995), 'The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance', *Academy of Management Journal*, 38, 635-672.
- James N. Baron & David M. Kreps (1999), "Consistent Human Resources Practices", *California Management Review*, Vol. 41, No. 3, Spring 1999
- Jay Liebowitz (2010), "The Role of HR in achieving a sustainability culture", *Journal of Sustainable Development*, Vol. 3, No. 4, December 2010
- Ketter, Paula. (2008), "What's the big deal about employee engagement", T + D, January, 2008, pp 44-49.
- Marchington M, Goodman J, Wilkinson A. & Ackers, P. (1992), "New Development in Employee involvement", Employment Department Research Paper Series No.2
- Mary Dunlap & Debra M Girvin (2009), "Human Capital Best Practices, Keep your employees happy and regulator at bay", *Practice Management Solutions*, December 2009
- Michael R Losey (1997), "The Future HR Professional: Competency Buttressed by Advocacy and Ethios", *Human Resource Management*, Spring 1997, Vol. 36, No. 1, pp 147-150
- Michael R. Losey (1999), "Mastering the Competencies of HR Management", *Human Resource Management*, Summer 1999, Vol. 38, No. 2, pp 99-102

Mohan Thite (2013), "Ethics and human resource management and development in a global context: case study of an Indian Multinational", *Human Resource Development International*, January 28, 2013

Oliver Landreth (2014), "Put your employees first if you want to succeed", August 13, 2014, retrieved from <http://hrinsights.blogs.xerox.com/2014/08/13/global-put-your-employees-first-if-you-want-to-succeed/#.VJr4JsAAEA> on November 20, 2014

Oliver N., Delbridge R., Jones D. & Lowe J. (1994), "World Class Manufacturing: Further evidence in the Lean Production debate", *British Journal of Management*, pp 53-63

Paul L Schumann (2001), "A moral principles framework for human resource management ethics", *Human Resource Management Review*, 11(2001), pp 93-111

Peters T. & Waterman R. (1982), "In search of Excellence", New York: Harper and Row

Powell T. C (1995), "Total quality management as competitive advantage: a review and empirical study", *Strategic Management Journal*, 16(1), January, pp 15-17

Recichheld F. & Sasser W. (1990), "Zero Defection: Quality comes to services", *Harvard Business Review*, Sept-Oct,

Serkan Bayraktaroğlu & Sevdije Ersoy Yılmaz (2012), "The Relationship between Business Ethics Practices and Organization Performances in Human Resource Management: The Case of the Fortune 500 Turkey", *Turkish Journal of Business Ethics*, November 2012, Vol. 5, Issue 10, pp 139-148

Sullivan John (2012), "*Bold & Outrageous HR Practices That May Indicate Your Approach is Too Conservative*", August 20, 2012 retrieved from <http://www.ere.net/2012/08/20/bold-and-outrageous-hr-practices-that-may-indicate-your-approach-is-too-conservative-part-1-of-2/> on December 5, 2014

Tamar Shultz & Yael Brender-Ilan (2004), "Beyond Justice: introducing personal moral philosophies to ethical evaluations of human resources practices", *Business Ethics: A European Review*, Vol. 13, No. 4, October 2004

Wilkinson A. (1994), "Managing Human Recourse for quality", In Dale, B. G. *Managing Quality*, 2nd, Hemel Hempstead: Prentice-Hall.

Wirtenberg Jeana, Harmon Joel, Russell William G & Fairfield Kent D (2007), "HR's Role in Building a Sustainable Enterprise: Insights From Some of the World's Best Companies", *Human Resource Planning*, 2007, Vol. 30 Issue 1, p10

Other Sources :-

Brief History of Human Resources and HR Management, <http://www.creativehrm.com/hr-management-history.html>

Byrne, John., "Jack, "Business Week, June 8,1998

Flipczak, Bob, "CEOs, who Train "Training, June, 1996

GE Electric: 1984 (HBS case 385-315)

Hodgetts, Richard M.: A conversation with Steave Kerr, GE's Chief learning Officer," *Organization Dynamics*, March 22, 1996

Indian Institute of Management, Ahmedabad Case, IIMA/BP0315

No Excuses Management, *Harvard Business Review*, July-August 1990

Prime Time: Meet Savjibhai Dholakiya, Gujarat's diamond merchant with a heart of gold, https://www.youtube.com/watch?v=eyzBQljl_Lw published on October 21, 2014