

CASE STUDY

Effectiveness of Labor Management at Master Plannery, Puttur- A Case Study

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This article focuses on the effectiveness of labor management at Master Plannery, Puttur, a company that focuses on labor-centricity, which uses the strategy to specialize in housing and commercial projects. The effectiveness of the current labor management strategies was examined through a study. Through questionnaires and observation techniques, 100 workers provided data for the study, and information was gathered from the business during business hours. These variables are used to collect data on how employees are treated, politely recognized, the benefits and facilities offered to employees, training and motivation, the company's handling of complaints, and policies pertaining to the health and welfare of employees. The analysis method incorporates both tabular and graphical representations and tests hypotheses using chi-square analysis. The results of the study showed how effective the labor management was.

Keywords: labor management, effectiveness, construction firm, benefits, performance

Introduction

One of the most important components of an organization's factors of production is labor. It is impossible to overestimate the significance of human participation in any cooperative endeavor; it must be given top emphasis. Any organization needs people, or human beings, in addition to money or tangible resources in order to operate efficiently. The collective knowledge, abilities, inventiveness, and acceptance that propel organizational achievement for sustainable development are represented by human resources (HR), which are more than just financial inputs.

For an organization to succeed, its employees are essential. The relationship between workers and the company is the main emphasis of labor management, which is crucial for managing staff members who also make organizational decisions. Long-term trust, motivation, and productivity are developed through this relationship. Human input is

still necessary to produce goods and services and meet the requirements and desires of customers, regardless of how sophisticated the machinery or technology is. Additionally, bringing male and female employees together in harmony is the main objective of labor management, which promotes diversity and teamwork to increase production.

Review of literature

Ahmed A. Zaid, Ayham A. M. Jaaron, and Abdul Talib Bon (1) investigated that sustainable performance affected supply chain management, which was their main aim. Hannele Seeck and Marjo-Riitta Diehl (2) conducted a study that was investigated over 25 years, examining the relationship between Human Resource Management (HRM) and innovation. HRM practices influenced innovation.

Annan Bos-Nehles, Maarten Renkema, and Maike Janssen (3) identified that HRM practices can impact employees'

innovative work practices, but are not sure of which behavior it will influence.

The status of the knowledge-based economy requires effective knowledge management. Funmilola Olubunmi Omotayo (4), a major component of every business, is to confirm that a lasting strategic competitive advantage is effective knowledge management.

The study by J. O. Nwele, U. A. Akwana, and A. N. Ngene (5) looked into labor management. Secondary sources to back up the claims. Enhancing government business development metrics and improving the connection between productivity and labor are the main objectives. In 2013, Pawan S. Budhwar and Yaw A. Debrah researched HRM practices in developing countries and their role in economic and organizational development. Rahul Raj and Kailash B. L. Srivastava (6) learned about relationship innovativeness and HRM practices. Marina Dabia, Marta Ortiz-De-Urbina-Criado, and Ana M. Romero-Martínez (7) reviewed HRM in Start-ups, where the authors analyzed the current status of HRM in entrepreneurship.

Timothy D. Golden and John F. Veiga (8) studied how the relationship of managers and employees affects virtual workers' commitment, job satisfaction, and output. Even though their interactions are predicted to have an important influence on individual work outcomes, it has concentrated on outdated work modes. Gundars Kaupins (9) explained the similarity in corporate governance and labor management.

According to David P. Lepak, Hui Liao, Yunhyung Chung, and Erika E. Harden (10), the main feature that distinguishes strategic HRM research is its focus on HR systems rather than HR practices as the motive of individual and organizational performance. Claire Dambrin (11) discussed in his study how telework affects the manager-employee relationship. Authors identified that workers work remotely, and decisions for their careers have decreased. There is less contact between the superior and the subordinates, and face bias. Howard Gospel and Andrew Pendleton (12) review that there is a relationship between corporate governance, labor management, and the structure of finance of the company. Stephon Wood (13) studied that there is high involvement of management practices that may better organizational performance (14).

Chris Brester, Olga Tregaski, Arine Hegewisch, and Lesley Mayne (15) state that comparative HRM research is a relatively new topic. Their study is conceptual and methodological, which makes it more difficult than research directed at the nationwide level. It illustrated the real-world difficulties of conducting a survey and offered solutions from the Cranfield Network on European HRM as an example. Fredric M. Jablin (16) examined superior-subordinate communication and identified various categories of communication patterns between superiors and subordinates. Budhwar and Debrah (17) HRM Practices in developing countries and their contribution toward organizational growth and workforce management.

Research objectives

1. To find the management's effectiveness in handling employees
2. To analyse the dynamics of the superior-subordinate relationship
3. To know the level of employee satisfaction
4. To study the impact of labor management practices on employee performance

Hypothesis

H₀: No impact of Labor management practices on employee performance

H₁: There is an impact of labor management practices on employee performance.

Data and methodology

Methods used in this research are a survey through a questionnaire. Secondary data is collected through business documents. The sample for the research is a staff of Master Plannery with a size of 100.

Analysis and data interpretation

*Factory-I *Office-II

Interpretation: Table 1 and Figure 1 show that there are more women than men.

Interpretation: As shown in Table 2 and further visualized in Figure 2, out of the 75 responders from the factory, the majority of the organization's staff members are adults.

TABLE 1 | Showing gender ratio.

Gender	Percentage			
	I	II	I	II
Male	20	12	27	48
Female	55	13	73	52
Total	75	25	100	100

Source: Primary Data (2020)

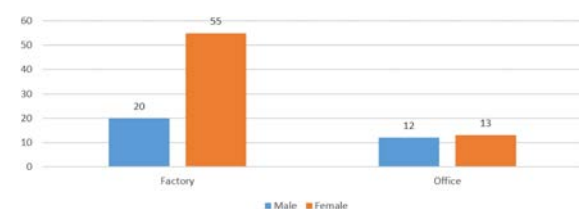
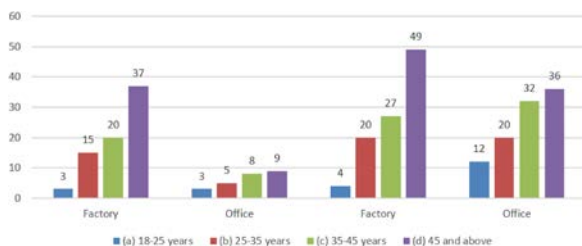


FIGURE 1 | Showing gender ratio (Source: Primary Data, 2020).

TABLE 2 | Showing employee age group.

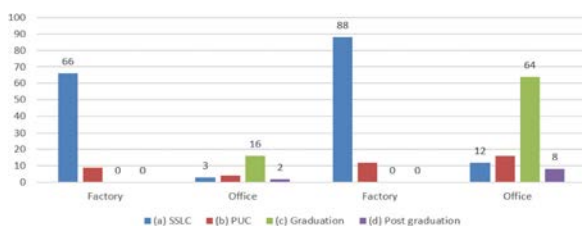
Age group	Percentage			
	I	II	I	II
18–25	3	3	4	12
25–35	15	5	20	20
35–45	20	8	27	32
45 and above	37	9	49	36
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 2 |** Showing employee age group (Source: Primary Data, 2020).**TABLE 3 |** Showing the educational background.

Qualification	Percentage			
	I	II	I	II
SSLC	66	3	88	12
PUC	9	4	12	16
Graduation	0	16	0	64
Post-graduation	0	2	0	8
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 3 |** Showing the educational background (Source: Primary Data, 2020).

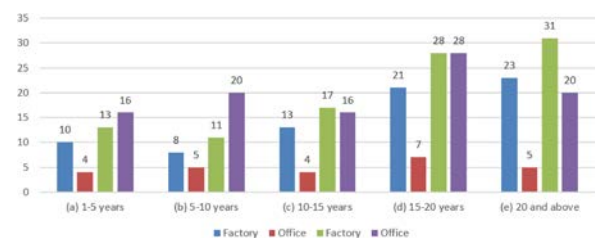
Interpretation: Table 3 and Figure 3 clearly illustrate that out of the 75 respondents in the factory, not all are skilled. Consequently, the number of graduates has increased, working in offices, and most factory responders have completed SSLC.

Interpretation: Based on Table 4 and Figure 4, out of 100 respondents, the great majority of the companies' employees have experience.

TABLE 4 | Showing employees' experience.

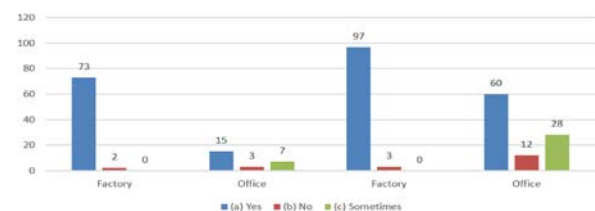
Experience	Percentage			
	I	II	I	II
1–5 years	10	4	13	16
5–10	8	5	11	20
10–15	13	4	17	16
15–20	21	7	28	28
20 and above	23	5	31	20
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 4 |** Showing employees' experience (Source: Primary Data, 2020).**TABLE 5 |** Showing behavior of the company towards individuals.

Options	Percentage			
	I	II	I	II
Y	73	15	97	60
N	2	3	3	12
Sometimes	0	7	0	28
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 5 |** Showing behavior of the company towards individuals (Source: Primary Data, 2020).

Interpretation: Table 5 and Figure 5 show that individuals are treated well in the Organization.

Interpretation: According to Table 6 and Figure 6, it is assumed that factory workers have prioritized equality for factory workers above office workers.

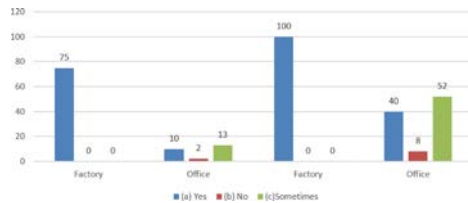
Interpretation: Table 7 and Figure 7 illustrate that most employees in factories and offices are happy in their jobs.

Interpretation: As a result, about 50% of workers in the office and factory have been recognized for their excellent work, which is

TABLE 6 | Showing equitable treatment for workers.

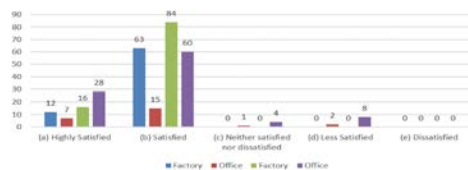
Options	Percentage			
	I	II	I	II
Y	75	10	100	40
N	0	2	0	8
Sometimes	0	13	0	52
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 6 |** Showing equitable treatment for workers (Source: Primary Data, 2020).**TABLE 7 |** Showing workers' views on their jobs.

Options	II			
	I	II	I	II
HS	12	7	16	28
Sa	63	15	84	60
N	0	1	0	4
DS	0	2	0	8
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

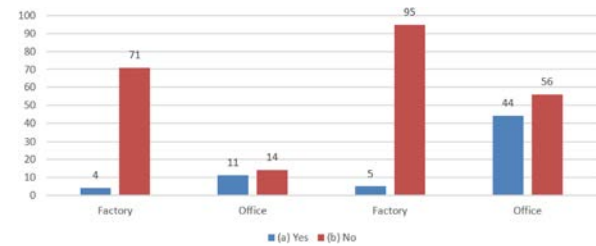
**FIGURE 7 |** Showing workers' view on their jobs (Source: Primary Data, 2020).**TABLE 8 |** Showing recognition.

Options	Percentage			
	I	II	I	II
Y	4	11	5	44
N	71	14	95	56
Total	75	25	100	100

Source: Primary Data (2020).

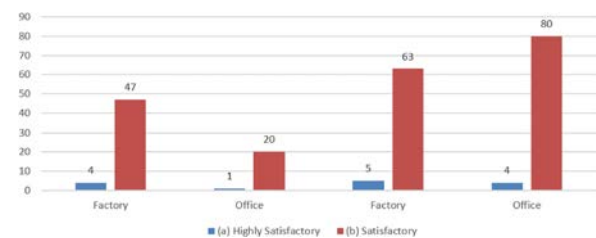
clearly depicted in the above [Table 8](#) and [Figure 8](#).

Interpretation: It can be observed from the above [Table 9](#) and [Figure 9](#), workers in factories and offices are not very happy with their pay.

**FIGURE 8 |** Showing recognition (Source: Primary Data, 2020).**TABLE 9 |** Showing satisfaction with salary.

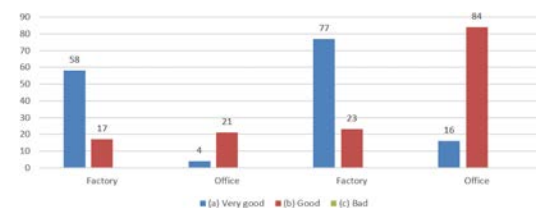
Options	Respondents		Percentage	
	I	II	I	II
HS	4	1	5	4
SA	47	20	63	80
DS	24	4	32	16
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 9 |** Showing satisfaction with salary (Source: Primary Data, 2020).**TABLE 10 |** Showing working environment.

Options	Percentage			
	I	II	I	II
(a) Very good	58	4	77	16
(b) Good	17	21	23	84
(c) Bad	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

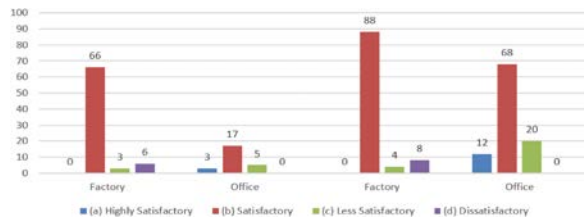
**FIGURE 10 |** Showing working environment (Source: Primary Data, 2020).

Interpretation: Employee perceptions of the company's working environment are shown in the above [Table 10](#) and

TABLE 11 | Showing work schedule.

Options	Percentage			
	I	II	I	II
HS	0	3	0	12
SA	66	17	88	68
DS	3	5	4	20
SDS	6	0	8	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 11** | Showing work schedule (Source: Primary Data, 2020).**TABLE 12** | Showing view about benefits.

Options	Respondents		Percentage	
	I	II	I	II
HS	58	4	77	16
SA	17	18	23	72
DS	0	3	0	12
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

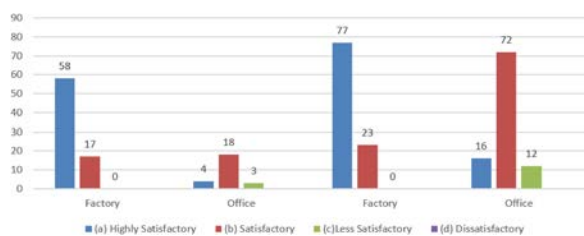
**FIGURE 12** | Showing view about benefits (Source: Primary Data, 2020).

Figure 10. The majority of workers in offices and factories are happy with their working conditions.

Interpretation: It is evident that workers in factories are happier than those in offices, which is clearly depicted in [Table 11](#) and [Figure 11](#).

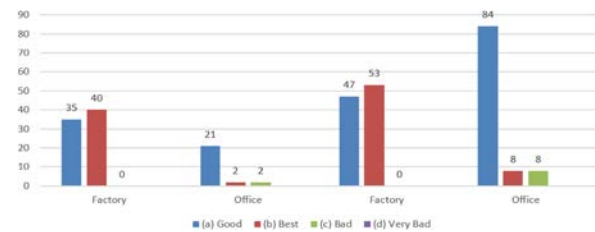
Interpretation: Employee satisfaction with benefits like PF, ESI, uniforms, books, room facilities, etc., is displayed in the above [Table 12](#) and [Figure 12](#). Workers in factories are happier than those in offices.

Interpretation: The Majority of workers are happy with the canteen; manufacturing workers are happier than office

TABLE 13 | Showing about canteen facility.

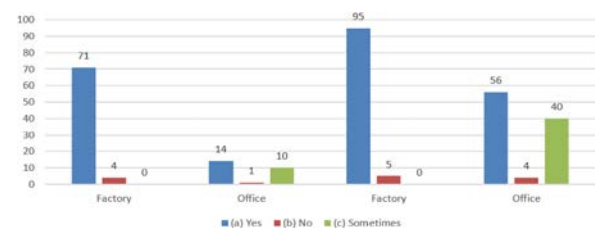
Options	Percentage			
	I	II	I	II
Good	35	21	47	84
Best	40	2	53	8
Bad	0	2	0	8
Very bad	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 13** | Showing about canteen facility (Source: Primary Data, 2020).**TABLE 14** | Showing whether employees' suggestions are considered or not.

Options	Percentage			
	I	II	I	II
Y	71	14	95	56
N	4	1	5	4
Sometimes	0	10	0	40
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 14** | Showing whether employee suggestions are considered or not (Source: Primary Data, 2020).

workers, which is clearly visible from the above [Table 13](#) and [Figure 13](#).

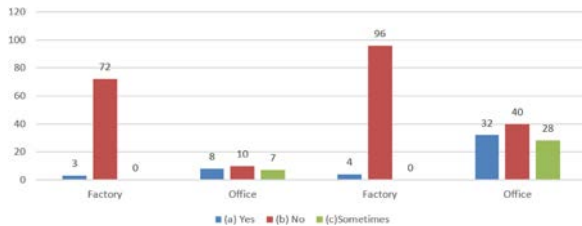
Interpretation: From [Table 14](#) and [Figure 14](#), it is clear that 95% of manufacturing workers said their thoughts are considered at work; therefore, it is claimed that the opinions of manufacturing workers are given weight than those of office workers.

Interpretation: Everyone needs to train in order to perform. Here, 4% of manufacturing workers stated that training is necessary for their jobs, while 96% disagreed.

TABLE 15 | Showing training program.

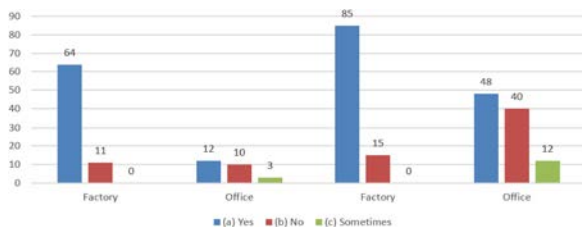
Options	Percentage			
	I	II	I	II
Y	3	8	4	32
N	72	10	96	40
Sometimes	0	7	0	28
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 15** | Showing training program (Source: Primary Data, 2020).**TABLE 16** | Showing motivation at the workplace.

Options	Percentage			
	I	II	I	II
Y	64	12	85	48
N	11	10	15	40
Sometimes	0	3	0	12
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 16** | Showing motivation at the workplace (Source: Primary Data, 2020).

Therefore, office workers believe they don't require additional training, but to advance efficiency, training must be provided, which is clearly visible in [Table 15](#) and [Figure 15](#).

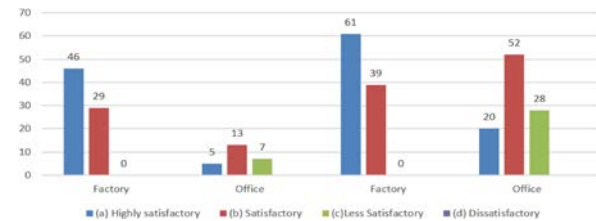
Interpretation: It may be concluded from the above [Table 16](#) and [Figure 16](#) that the atmosphere of a factory is more inspiring than that of an office.

Interpretation: The operation of every organization depends on discipline. Employee satisfaction in factories is higher than in offices, which can be observed clearly through [Table 17](#) and [Figure 17](#).

TABLE 17 | Showing discipline.

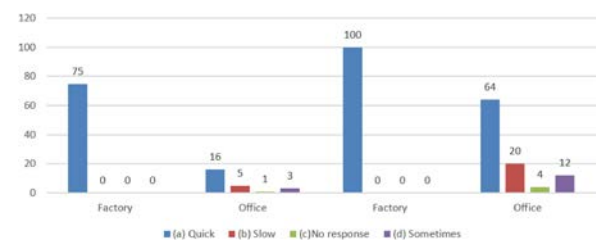
Options	Percentage			
	I	II	I	II
HS	46	5	61	20
SA	29	13	39	52
DS	0	7	0	28
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 17** | Showing discipline (Source: Primary Data, 2020).**TABLE 18** | Showing response towards employee problem.

Options	Percentage			
	I	II	I	II
(a) Quick	75	16	100	64
(b) Slow	0	5	0	20
(c) No response	0	1	0	4
(d) Sometimes	0	3	0	12
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 18** | Showing response towards employee problem (Source: Primary Data, 2020).

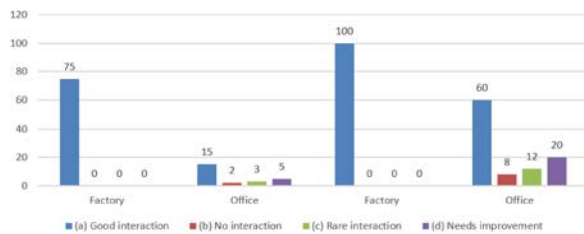
Interpretation: In any organization, grievances are common. [Table 18](#) and [Figure 18](#) depict that all industrial workers (100%) report that their complaints are promptly resolved. Therefore, workers in factories are happier when their complaints are resolved than those in offices.

Interpretation: From the above [Table 19](#) and [Figure 19](#), it is concluded that positive contact between the various sectors is reported by 100% of plant workers. Thus, it might be argued that manufacturing workers interact with one another and with their superiors to those of office workers.

TABLE 19 | Showing contact among different sections.

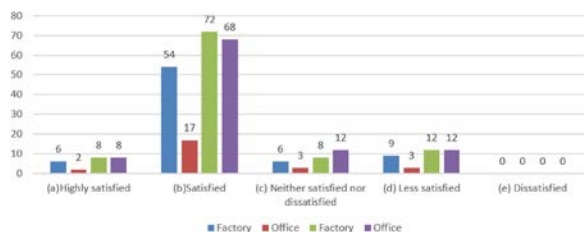
Options	Percentage			
	I	II	I	II
(a) Interaction	75	15	100	60
(b) No interaction	0	2	0	8
(c) Rare interaction	0	3	0	12
(d) Needs improvement	0	5	0	20
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 19** | Showing contact among different sections (Source: Primary Data, 2020).**TABLE 20** | Showing employee holiday.

Options	Percentage			
	I	II	I	II
HS	6	2	8	8
Sa	54	17	72	68
N	6	3	8	12
DS	9	3	12	12
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 20** | Showing employees' holiday (Source: Primary Data, 2020).

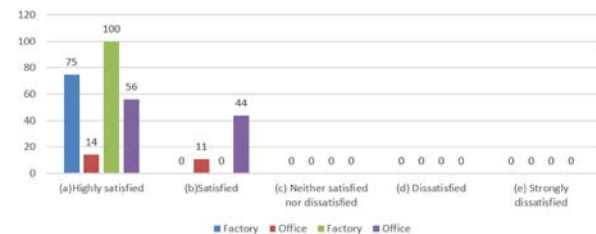
Interpretation: As per **Table 20** and **Figure 20**, it is clear that 72% of manufacturing workers are happy with the vacations; as a result, workers in offices and factories are extremely happy with the holidays that the company offers.

Interpretation: 100% of manufacturing workers are extremely delighted by the facilities offered by the company, as indicated in **Table 21** and **Figure 21**. Therefore, the

TABLE 21 | Showing employee opinion on water facility.

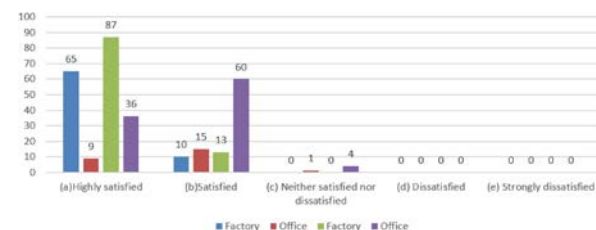
Options	Percentage			
	I	II	I	II
HS	75	14	100	56
Sa	0	11	0	44
N	0	0	0	0
DS	0	0	0	0
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 21** | Showing employee opinion on water facility (Source: Primary Data, 2020).**TABLE 22** | Showing employee opinion on conservancy facility.

Options	Percentage			
	I	II	I	II
HS	65	9	87	36
Sa	10	15	13	60
N	0	1	0	4
DS	0	0	0	0
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 22** | Showing employee opinion on conservancy facility (Source: Primary Data, 2020).

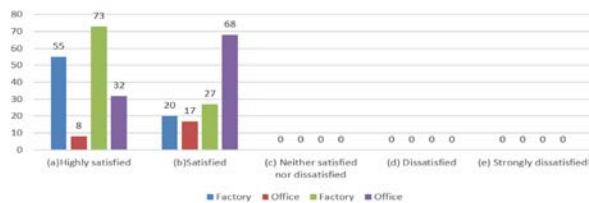
organization's water facility is a source of satisfaction for both office and industrial workers.

Interpretation: In the plant, 13% of workers are happy with the restrooms provided by the company, whereas 87% are extremely satisfied. As a result, workers in offices and factories are happy with the conservancy facility, which is clearly observed from **Table 22** and **Figure 22**.

TABLE 23 | Showing opinion about sitting facility.

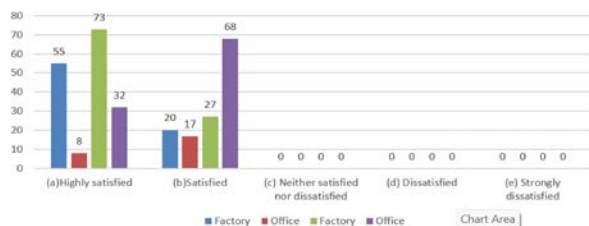
Options	Percentage			
	I	II	I	II
HS	55	8	73	32
Sa	20	17	27	68
N	0	0	0	0
DS	0	0	0	0
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 23** | Showing opinion about the sitting facility (Source: Primary Data, 2020).**TABLE 24** | Showing employee opinion on lighting.

Options	Percentage			
	I	II	I	II
HS	55	8	73	32
Sa	20	17	27	68
N	0	0	0	0
DS	0	0	0	0
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 24** | Showing employee opinion on lighting (Source: Primary Data, 2020).

Interpretation: It is evident from [Table 23](#) and [Figure 23](#) that both office and industrial workers are happy with the seating arrangement.

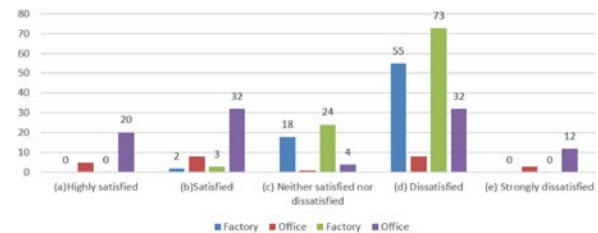
Interpretation: As per [Table 24](#) and [Figure 24](#), employees in the office and manufacturing are therefore happy with the lighting system.

Interpretation: Three percent of workers at the factory are happy with the dustbins and basins. But the workers are

TABLE 25 | Showing employee opinion on spittoon's facility.

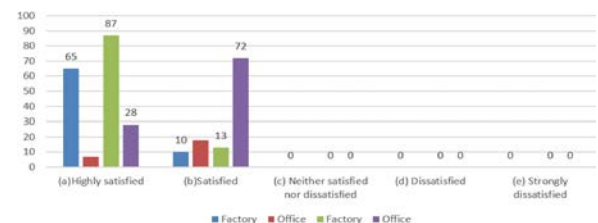
Options	Percentage			
	I	II	I	II
HS	0	5	0	20
Sa	2	8	3	32
N	18	1	24	4
DS	55	8	73	32
SDS	0	3	0	12
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 25** | Showing employee opinion on spittoon's facility (Source: Primary Data, 2020).**TABLE 26** | Showing employee opinion on first-aid facility.

Options	Percentage			
	I	II	I	II
HS	65	7	87	28
Sa	10	18	13	72
N	0	0	0	0
DS	0	0	0	0
SDS	0	0	0	0
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 26** | Showing employee opinion on first-aid facility (Source: Primary Data, 2020).

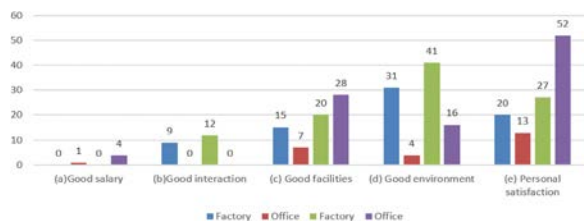
dissatisfied with the organization's spittoon facilities, which are depicted in [Table 25](#) and [Figure 25](#).

Interpretation: As per [Table 26](#) and [Figure 26](#), employees in the office and factory are completely happy with the first-aid facilities.

TABLE 27 | Showing motive for service in the organization.

Options	Percentage			
	I	II	I	II
(a) Salary	0	1	0	4
(b) Interaction	9	0	12	0
(c) Facilities	15	7	20	28
(d) Environment	31	4	41	16
(e) Satisfaction	20	13	27	52
Total	75	25	100	100

Source: Primary Data (2020).

**FIGURE 27** | Showing motive for service in the organization (Source: Primary Data, 2020).**TABLE 28** | Showing analysis of the chi-square test.

Sl. no.	Observed value	Expected value	(O-E)	(O-E) ²	(O-E) ² /E
1	1	20	-19	361	18.05
2	9	20	-11	121	6.05
3	22	20	02	4	0.2
4	35	20	15	225	11.25
5	33	20	13	169	8.45
Total	100	100			44

Source: Primary Data (2020).

$$100/5 = 20$$

$$(O-E) = (35-20) = 15$$

$$(O-E)^2 = 15^2 = 225$$

$$(R-1)(C-1) = (5-1)(1-1) = 4$$

$$\text{Estimated value} = \underline{44}$$

$$\text{Degree of freedom} = 0.05$$

$$\text{Table value} = \underline{9.488}$$

Interpretation: Employees of the office and factory have experience, as was previously mentioned. Therefore, it may be concluded that from the above **Table 27** and **Figure 27**, most factory workers have a pleasant workplace. In the workplace, it's also for personal fulfillment.

Hypothesis Testing Results

It is clear from **Table 28** that the anticipated value is 44; however, the table value is 9.488. According to the calculation, the alternative hypothesis is accepted. Therefore, there is an impact.

Findings

It is a construction company focused on labor that has created an environment that is liked by the labor and employees and also shows respect toward the company. Owners are worshipped and have a sense of feeling of family. The company is supervised by different department supervisors. Workflow in the company is as follows: the report is submitted to managers by the workers and then to the owners. The place is diverse, as there are people from different places and states. And the company also considers disabilities. Meeting regularly is made mandatory to have good communication. Laborers are given rented homes with low rent and well-furnished homes. Allowances are given for long-distance traveling. Special initiatives like "Anganvadi" are taken for workers' children. Master Plannery is awarded with 'Master Year Man' for recognizing the staff's work. Gender equality is maintained, and through observation, it is seen that workers are quite efficient and creative.

Conclusion

By assigning tasks according to credentials and expertise and imposing explicit regulations for efficiency, the organization can enhance its structure. By having an HR manager in the workplace, concerns are handled, and employee input can be taken through a suggestion box. By scheduling education, training professional development can be supported. The well-being of employees is increased through having separate restrooms, uniforms, and free medical care. These preventive actions can be taken to take care of workers. Bonds are energized by celebrating birthday parties and fostering picnics. There is a strong priority towards Master Plannery as it prioritizes staff wellbeing and employee satisfaction. By addressing the concerns that have been highlighted, labor management effectiveness can reach 100%.

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Conflict of interest

The authors report no conflict of interest concerning the materials or methods used in this study or the findings specified in this paper.

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