CHAPTER I

INTRODUCTION.

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CHAPTER I

INTRODUCTION

1.1 This is the study of various aspects of human resource development practices and climate in manufacturing units in industrial area Aurangabad. Human resource development (HRD), in the organizational context, is a 'Process' through which the employees of an organisation are helped in developing general capabilities, acquiring additional capabilities and creating a proper organisational culture which ultimately results in self-growth along with organisational growth.

1.2 SIGNIFICANCE OF THE STUDY

The most important task before any industrial unit or any organisation is to improve its performance with the existing resources. To get the best results from the existing infrastructure, human resources have to be developed in terms of competence, skills and attitudes. So far, there has been no such empirical study on this subject hence the present study is undertaken. This study takes into account the manufacturing units in Aurangabad most industrially fast developing city in Asia. This makes the study more significant.

1.3 PERSONNEL

The personnel have been broadly classified as workers, supervisors and executives or officers for the purpose of present study. The companies under study have classified their human resources as executives / officers, superiors
and workmen as per the definition of the Industrial disputes Act, 1947.

1.4 COVERAGE
The study is focused to establish the present human resource development practices and climate in manufacturing units. The relevant data is obtained for the year 1993-94.

1.5 SOURCES OF DATA
The data for this research study has been collected through the primary sources like Questionnaires for the management, and employees. Further the secondary sources viz. Annual reports of the companies, Publications and pamphlets of the companies are also used.

1.6 OBJECTIVES OF THE STUDY
a) To present an overview of HRD policies and their implementation in the organisations under study.
b) To evaluate the current status and prevalent practices of the HRD in the units under study.
c) To ascertain the gaps and weaknesses in the existing HRD practices.
d) To suggest measures and strategies to fill the gaps identified in HRD Practice required to be done.
e) To explore the areas of HRD practices where further research is required to be done.

1.7 RESEARCH METHODOLOGY
After the selection of the topic, the standard books and literature on the subject were reviewed. The research methodology was planned. A survey was conducted in the units
under study. With the help of two questionnaires for each unit, the necessary data were collected.

The information covered are prevailing HRD practices for individual companies based on the information collected through the questionnaire on HRD practices of the parameters like, Manpower Planning, Recruitment and Selection, Placement and Induction, Human Resource Information, Performance Appraisal, Training and Career Planning.

Moreover HRD climate of an organisation is represented by The attitude of top management towards its employees, The attitude of seniors towards juniors, Personnel Policies, The attitude of employees towards each other, Implementation of Promotion Policy, Performance Appraisal, Training and Self Development.

The XLRI established internal consistency of items of the questionnaire through correlation analysis, factor analysis and cluster analysis. These analyses validated the questionnaire and established its application.

Since the questionnaire uses a five point scoring scale, average scores around 3 indicate a moderate tendency on the dimension existing in that company. Scores around 4 indicate a fairly good degree of that dimension existing in the company. In order to make interpretations easy the scores are converted into percentage scores using the formula.

\[
\% \text{ Score} = (\text{Score} - 1) \times 25.
\]

This was done assuming that Score of 1 represents 0%, Score of 2 represents 25%, Score of 3 represents 50%, Score of 4 represents 75% and Score of 5 represents 100%. The percentage score indicate the degree to which the particular
dimension exists in that company of the ideal 100%. It is certainly desirable for organisations to have percentage score of 50 and above.

1.8 PRESENTATION OF DATA

The data is presented for each and every individual company surveyed. The information covered are prevailing HRD practices and HRD climate for each individual company. Inter company comparison is also performed.

The analysis of data, observations and conclusions are based on logical deduction and reasoning. The efforts were made to ensure validity & reliability of data. The research methodology used in this research work is social survey method. This method indicates the study of social phenomena and provides the basis for social planning and reforms.

1.9 HYPOTHESIS

"The present HRD practices in manufacturing units are not sound."

1.10 OUTLINE OF THE THESIS

In this study the emphasis is particularly given on HRD practices and impact of such practices on the organisation. In chapter I introductory aspects of HRD as well as details of the questionnaires and the mode of presentation of data is also explained. In chapter II an attempt is made to study the theoretical background of HRD. The evolution of the concept of HRD and its development in India is discussed in chapter III. In Chapters I XI the HRD practices of individual units are discussed. A separate chapter is allotted to each unit. The information in these chapters is
based on the responses received from through questionnaires. The practice stated are the sub-systems of HRD, viz., manpower planning, recruitment and selection, placement and induction, human resource information, performance appraisal, training, career planning. The HRD climate is stated through the dimensions of attitude of top management towards its human resource, attitude of seniors towards juniors, personnel policies, implementation of promotion policy, performance appraisal, self development, training and attitude of employees towards each other. In Chapter XII inter-company comparisons of HRD practices and HRD climate based on the existing HRD practices and climate in the companies are presented. In Chapter XIII conclusions and recommendations are presented.