CHAPTER: I
INTRODUCTION

1.1 INTRODUCTION

According to the opinion of (Legge 1998 p.14 and Guest 1999 p. 5) most of the studies on HRD practices examine only employer’s perceptive and ignore employee’s perception. They said that “from its conception human resource development reflected management agenda to the neglect of worker’s concern.” However Woodal and Douglas criticized that HRD practices are designed to manipulate people to adopt behaviors and values that are beneficial to their employers. When Edgar and Geare (2005) examine the relationship with employee’s attitude, the result was there is significant relationship between HRD practices and employee’s attitude only when employee reports of the strength of HRD practices were used to measure HRD. The present study is designed to measure employee’s opinion rather than employer’s opinion on HRD practices.

Human Resource Management is the processes involved in managing people in organizations. Human resource management is the management of an organizations workforce or human resources. It is responsible for the attraction, selection, training, and assessment and rewarding of employees, as well as organizational leadership and culture and ensuring compliance with employment.

Most of the organizations develop vision statements with a view to generating commitment to organizational goals and objectives. Unfortunately, as Williams (2002) observes these statements remain myth when organizations confront the reality of achieving performance objectives, budget targets and organizational change efforts. This results into more cynicism that optimism (Ghosal and Bartleff, 1997). Studies have indicated that achieving the ambitious goals inherent in the organizational values at all levels (Torraco and Swanson, 1995; Lawler and Mohrman, 1996). Now most of the organizations have realized the importance of
HR and HR people have yet be recognized the importance of strategic planning process (Sikula 2001).

Now a days Human Resource is emerging as the key concept in assessing the competitive assets of organizations. Competing in today’s global economy provides additional challenges to HR function by creating an environment where one must create and sustain competitive advantages.

To play more critical roles more effectively HR professionals must master the necessary competencies i.e. HR knowledge and HR practices and should be able to apply in the business (Brockbank, Ulrich & Beatty 1999). Based on increased interest in the kinds of competencies HR professionals should display the order to add value to their firm’s performance (Huslid et al.1997; Teo; 2002; & Boselie et. al. 2004).

Human capital can be regarded as prime asset of an organization. Business need to invest in that asset to ensure their survival & growth. Human Resource Management aims to ensure that the organization obtains and retains the skilled committed and well-motivated workforce. This means taking steps to assess and satisfy future people needs and to develop the inherent capacities of people by providing continuous development opportunities. It involves the operation of rigorous recruitment and selection procedures, performance-contingent, incentive compensation systems and management development and training activities linked to the needs of the business. (Becker et al. 1997) It also means engaging in talent management the process of acquiring & nurturing talent, wherever it is needed by using a number of independent Human Resource Management policies and practices in the field of resourcing learning and development, performance management and succession planning.

Most of the HR professionals are involved in a business at a strategic level in high performing companies. There are four major factors of competencies related to the contribution of HR professionals to business in the areas e.g. strategic decision making, culture management, fast change and market driven connectivity (Brockbank & Ulrich. 2003). In fact HR performance enables the organization to carry out its business strategies in a competitive market. However many HR
executives are not invited to the strategic planning table because they have failed to display the required competencies (Barney & Wright, 1998). Here the author wants to say that it is recommended competency level of HR executives.

This study was sincere attempt to relate all the requirements of an efficient HRD system in Newspaper Industry. The present HRD initiatives, challenging role of HR executives with required competencies, and the critical factors for effective HRD implementation in the organization were examined and evaluated in this study.

During the study it was discovered that like HRD system variables the organizational values also affects the organizational performance. So here sincere attempt has also been made to find out the extent to which these values are existing in the organization.

1.2 NEED FOR THE STUDY

There is a lack of academic research in human resource development practices issues in newspaper industry. No studies have highlighted the human resource practices in newspaper industry. As well as no studies have been undertaken or identifying the roles and responsibilities of HR executives in the changing competitive scenario. As considered the rapid growth of newspaper industry the practitioners are increasingly realizing the need to explore the underlying key HR issues. Hence there was need to study the recent status of HRD practices in newspaper industry & find the solutions for them. There was need for this study to enhance understanding of these problems with a view to promoting the effective development of human resources in different changing organizational settings. The responsibility to find out the solutions to these problems lies with every manager who has to deal with different changes effectively through educational and development programs. Obviously every manager is responsible for development of human resources of course with the advice and help of the personnel department. Development of human resources is the essence of being manager who has to get things done through others and newspaper industry is also not the exception for that.

1.3 SIGNIFICANCE OF THE STUDY

The human resources are assuming increasing significance in modern organizations.Obviously the majority of the problems in organizational setting are human & social
rather than physical, technical or economic. The failure to recognize this fact causes immense loss to the enterprise and the individual. It is truism that productivity is associated with the nature of human resources and their total environment consisting of interrelated interdependent and interacting economic and non-economic i.e. political, religious, cultural, sociological and psychological factors.

Importance from the national stand point is that the H.R. can be defined as ‘the total knowledge skills, creative abilities, talents and aptitudes obtained in the population’.

Importance from the individual view point of the individual enterprise they represent the total of the inherent abilities, acquired knowledge, and skills of the employees.

According to Jucius human factor refers to a whole consisting of interrelated, interdependent and interacting psychological, sociological and ethical components.

1) Psychological component it requires several inputs like food, rest, environmental conditions to satisfy the physiological needs.
2) Psychologically it refers to their likes & dislikes i.e. their emotions & impulses.
3) As regards to sociological it tends to satisfy the needs or affiliation, status, approval and prestige.
4) As regards to ethical it tends to do what it thinks is right.

Ginzberg says that human resources are the key of economic development. However, they are being wasted through unemployment i.e. lack of work opportunities. These resources account for a large part of national output & there is scope for enhancing productivity through their proper development. The physical resources will not give result unless the human resources are applied to them. In all we can say that by using these resources we can attain organizational goal.

Human resources are also important from the non-economic point of view i.e. political, religious, social, and cultural and also psychological spiritual creatures are quite different from other resources as well as cultural values and social systems immensely. Influence human behavior & as regard to psychological they require a particular psychological environment at work place. Management of human resources can assist in the attainment of these national, enterprise and individual goals through effective utilization and proper development of human resources.
This study contributes to the HRD profession in different ways. This study is expected to offer some direction and theoretical base for HRD practices in newspaper industry. Professional and other organizations can also utilize the information obtained in this research to develop curriculum for education, training, and development of the HR practitioners in the HRD field and promoting HRD profession in their organizations.

1.4 OBJECTIVES OF THE STUDY

Objectives of the proposed study are as follows:
1) To find out the opinion on various issues involved in Human Resource Development practices in newspaper industry, i.e. to find out the employees perception to the extent to which the career system, work planning and development system variables of HRD system are existing in the study organizations.
2) To find out the critical factors for human resource development according to the HR practitioners for effective HRD implementation in newspaper industry.
3) To study the competencies required for efficient management of human resources in newspaper industry.

1.5. JUSTIFICATION OF OBJECTIVES

The fundamental objective of any organization is not only survival but the growth of the organization and earn profits. Newspaper industry also want to survive and expecting growth in this competitive world. Hence, they procure and manage various resources including human resources is one of the angle of this system attain the specified objective, so it was necessary to know the present condition of human resources and their utilization towards for the accomplishment of organizational objectives.

1.6 RESEARCH HYPOTHESIS

1) Existence of HRD system variables (i.e. the career system, work planning and development system) depends on the size (i.e. Large or small newspaper organization) of the organization. (Here large refers to a newspaper publication with a circulation is of more than 75,000 copies per publishing day, and small refers to a newspaper publication with a circulation is up to 25,000 copies per publishing day).
2) The corporate factors, work place factors, external and internal factors act as the most critical factors for effective HRD implementation in Newspaper Industry.

3) Strategic contribution, Solid knowledge of business, Personal credibility, HR delivery, HR technology are the most required competencies for HR executives in Newspaper Industry.

1.7 RESEARCH METHODOLOGY

In case of this study the following types of data were collected.

1.7.1 Primary data
For the purpose of this study a typical set of questionnaire has been specially prepared for different types of employees and primary data was collected personally from the staff of HRD department in different newspapers through questionnaire and personal interviews. The questionnaire was used for selected number of employees from each newspaper organization. A sample of twenty seven newspaper organizations in Pune were considered for the study.

1.7.2 Secondary data
Secondary data for the purpose of this study it was collected from the publications and annual reports of the selected newspapers i.e. Sakal group, Express group and Times group as well as Lokmat Pudhari, Kesari, Prabhat, Sandhyanand, Aj ka anand, Samana, and Government publications (i.e. Press in India Report). Books, journals and also internet which provide most authentic information was also used for this study.

1.7.3 Techniques of Analysis of data
1) Data collected was divided in two groups’ i.e. large organizations and small organizations.

2) Primary data collected from each newspaper organization (Total 27) by filling questionnaire from two/three HR officers from HRD department.

3) Wilcoxon sign rank test was used to test the overall median equal to 4 (Mostly true) or not.
4) Minimum, maximum, median and mode were provided in addition to test statistics and P-value.
5) Mood’s median test was used to compare the medians of large and small organizations.
6) All the analysis was done using MINITAB software.

1.7.4 Note on statistical tools to be used
To maintain consistency, from each of the newspaper organization two/three HR officers from HRD department have been selected. This is how the whole functioning of HR department was represented through these HR officers in the organization. In this way the sample of employees from the twenty seven newspaper organizations in Pune were considered. Data collected from different sources was analyzed in different ways i.e. content analysis as well as grouping and classification of the data. Questionnaires and plan of interviews were used for collecting data. As regard to statistical observation of data the collection processing, analysis and interpretation of data covered in statistics by using Wilcoxon signed rank test. Bar charts were also prepared for comparing overall response by large and small newspaper organizations in case of values in the organizations.

As regard to statistical observation of data the collection processing, analysis and interpretation of data covered in statistics by using ‘Wilcoxon signed rank test’. Different methods were used to collect the same qualitative data. Newspaper organizations are divided in two groups, i.e. large and small newspaper organizations. To know the exact position (i.e. overall response by large and small newspaper organizations about how much extent the HRD system variables are existing in the organization.) comparative analysis and interpretation of data is also covered in statistics by using ‘Wilcoxon signed rank test’.

1.7.5 Sample of the newspaper organizations
The number of newspaper organizations in Pune as per the latest list of Pune Patrakar Sangh (2016) was having thirty two newspaper organizations out of these twenty seven organizations were considered for the study. As the topic is limited to Pune city the newspaper organizations in Pune are considered as newspaper industries in Pune. This sample was very much adequate and representative. The questionnaire was administered to the selected employees of all these twenty seven selected
organizations. The present study was designed to measure employee’s perception rather than employer’s perception on HRD practices. For the same purpose the researcher selected the sample of employees (2 or 3 employees from HR department as per their willingness) from leading newspaper organizations and have discussions regarding efficient HRD practices and their implementation with HR practitioners with the help of questionnaire. The perceptions on the existing HRD practices were studied on the basis of the responses (with 136 statements) collected from HR professionals from the following newspaper organizations in Pune. Personal interviews were taken with HR professionals working in these selected newspaper organizations. Most of the HR professionals (respondents) are having 20 to 25 yrs. experience in Newspaper Industry. The selection of the organization and the sample was based on willingness of the participants for such exercise. Following newspaper organizations were selected for the study.

**Sakal group**

1) Sakal
2) Sakal Times

**Times group**

1) Times of India
2) Economics Times
3) Maharashtra Times
4) Pune Mirror

**Express group**

1) Indian Express
2) Financial Express
3) Loksatta

**Other.**

1) Lokmat
2) Prabhat
3) Pudhari
4) Kesari  
5) Samana  
6) Punnya Nagar  
7) Aaj ka Anand  
8) Sandhyanand  
9) Life 365.  
10) Sanjwarta  
11) Rastratej  
12) Nava Maratha  
13) Lokmanthan  
14) Dayitwa  
15) Janashkti  
16) Pimpari Chinchawad Samachar  
17) Sanj Samachar  
18) Katib  

Including the newspapers of abovementioned first three groups (Sakal group, Express group, & Times group) total twenty seven newspaper organizations which are listed on Patrakar Sangha Pune were considered for the study.  

1.7.6 Research instruments  

A Key person in **HRD T. V. Rao’s (1997)** (Refer Annexure 1). HRD audit questionnaire was used for data collection. This questionnaire has been used by T.V. Rao while conducting various surveys in various organizations. That measured the following HRD system and practices, and the analysis of the employee’s perception to the extent to which the career system, work planning, and development system variables of HRD system are existing in the study organizations were examined.  

Answers were collected in 5 point scale. (1= not at all true i.e. 0 percent), (2= not true most of the time i.e. 25 percent), (3= somewhat true i.e. 50 percent), (4= mostly true i.e. 75 percent) & lastly (5= very much true i.e. 90 to 100 percent).
1. **Career system**: In career system responses are collected on 29 items which are related to:
   - Manpower planning and recruitment. (12 items)
   - Potential appraisal and promotion. (10 items) and
   - Career planning and development. (7 items)

   Employees ranked manpower planning and recruitment process, mechanism to appraise and promote potential of employees, and career planning and development system that emphasized on establishing career development policies and programs in the organization.

2. **Work system**: In work system responses were collected on 38 items which are related to:
   - Role analysis (10 items)
   - Contextual analysis (10 items) and
   - Performance appraisal system. (18 items)

   Items measured the system of identifying key functions of various roles, developing special annual or periodic objectives under each key function in a team, identifying a few common attributes for all and specific attributes relevant to a team/department for individual effectiveness, self-assessment of own performance and attributes, assessment by the supervisors/colleagues/subordinates, performance review and feedback, and linking review with development.

3. **Development system**: Here in this system responses are collected on 49 items with planned development of competencies which are related to:
   - Performance guidance and development. (15 items)
   - Other mechanisms of knowledge sharing and competency development. (10 items) and
   - Employee development. (6 items)
   - Training and learning System. (28 items)

   During the study it was discovered that like HRD system variables the organizational values also affects the organizational performance. So here sincere attempt has also been made to find out the extent to which these values are existing in the organization. For measuring existing values in the organization total ten issues were considered
from T. V. Rao’s HRD questionnaire and the opinions were collected from the respondents (i.e. only from senior HR executives having more than 20 to 25 years’ experience in newspaper organizations). An attempt has also been made to find the values to which extent these are practiced in the organization. In this section below mentioned ten values were considered that assess the organization’s performance. These were measured by using 5 point scale, here 5 means mostly practiced, 4 is highly practiced, 3 is somewhat practiced, 2 is less practiced and 1 means not at all practiced. For that purpose the respondents were asked to choose the exact number for the values practiced in their organizations that exactly represents their organization’s performance and accordingly values in the organization were examined and evaluated in this study.

The items included are:

1) Openness
2) Confrontation
3) Trust
4) Authenticity
5) Taking initiative
6) Freedom to achieve results
7) Use of freedom
8) Collaboration and team work
9) Creativity
10) Quality

After receiving the abovementioned data the researcher moved for the further collection regarding the ‘role and competencies’ of HR executives working in the selected newspaper organizations. In all twenty HR executives from large newspapers were participated in this survey, and share their views on the competencies required for HR professionals. As well as they have shared their views on ‘critical factors for effective HRD implementation’ at the organization.

The interviews were arranged at their convenience. The survey instrument for the role and competency was based on the Human Resource Competency Study (HRCS) scales developed by Brokbank and Ulrich (2003). The information relating to the
critical issues for effective HRD implementation at the organization were collected through discussion.

The instrument used was based on the **five competency areas** which includes **18 competency issues** identified in the Human Resource Competency Study (HRCS) *(Brockbank and Ulrich, 2003)* (Refer Annexure 3).

The respondents were examined how well they performed the competencies identified in the HRCS. A statement expressing each competency issue is listed on a questionnaire. The 18 issues in the instrument are grouped in 5 competency areas were assessed in this study. Organizations performance was measured by self-reported ratings of the respondents concerning the indicators of financial and operational performance, sustainability of profits, staff turnover and the opportunity for the staff to grow. Five point scale was used , where 5 means very much practiced, four means mostly practiced , 3 means somewhat practiced, 2 means less practiced and 1 means not at all practiced.. The respondents were asked to choose the number that exactly represents their organization’s performance. So it was expected that by testing the views of HR executives we will be able to develop the genuine picture of competencies of HR professionals of newspaper organizations in Pune.

### 1.8 LIMITATIONS OF THE STUDY

Present study falls within the following limitations.

1) Newspaper industry is spread all over the world in different languages Here researcher has tried to cover the representative newspaper organizations in Pune as a part of newspaper industry as the study is limited to Pune city.  
2) This research was concerned with the views of selected HRD practitioners from the newspaper organizations in Pune participated in the discussion at the time of the study.  
3) While the main focus of the study was the HRD system within organization’s it was necessary to find out the relationship of the personnel at the macro level.  
4) With this given sample size of this study, it was impossible to generalize the findings beyond the sample of HRD practitioners of the newspaper organizations in Pune.
Though this study was projected to provide basic understanding rather than generalizations for other human resource development practitioners.

1) Further issue was the validity or reliability of the results. However, because this study focuses on the opinions of the participants, there are no right or wrong answers. These opinions were valuable in notifying our understanding of the status of HRD practices in Newspaper Industry.

2) The interview method used to identify the critical issues was considered the utmost suitable strategy for the proposed study but this was a time consuming method, which limits a number of practitioners who could be interviewed. So researcher has selected the key informants, which was depend on their voluntary contribution.

1.9 CHAPTER SCHEME

For taking in to consideration all the above aspects, the subject has been divided in eight chapters.

Chapter I: This chapter provide a brief ‘Introduction’ i.e. need for the study, significance of the study, objective of the study, research hypothesis, research methodology, limitations of the study, and chapter scheme.

Chapter II: This chapter deals with ‘History and HRM of Newspaper Industry’ i.e. Origin and Growth of Newspaper Industry, an overview of selected Newspaper organizations for the study, Human Resource Management in Newspaper Industry.

Chapter III: This chapter is concerned with the ‘Legislative background of Newspaper Industry’.

Chapter IV: This chapter deals with the ‘Conceptual framework and Review of literature’ of the subject.

Chapter V: This chapter shows details of ‘Analysis of HRD practices in selected Newspaper Industry’.

Chapter VI: This chapter deals with the ‘Analysis of Critical factors for effective Human Resource Development’.
Chapter VII: This chapter deals with the ‘Analysis of HR Professionals Competencies required for effective HRD implementation OF HRD in newspaper industry’.

Chapter VIII: This chapter presents a brief ‘Summary of the thesis, Implications and Recommendations’.