CHAPTER VI

ANALYSIS OF CRITICAL FACTORS FOR EFFECTIVE HUMAN RESOURCE DEVELOPMENT IN NEWSPAPER INDUSTRY.

6.1 INTRODUCTION

This section will look at the different critical factors for HRD that may affect the Human resource Development. Now a days HR responsibilities have become wider. In this changing scenario things are going on rapidly that requires HR managers to play an amassing central role in the administration. These changes are going on all over the world i.e. in the nature of work, and also in the technology. In this period of rapid growth of technology, the human resource function could be trusted upon to support a wide range of business initiatives that required a capable workforce.

Critical industrial issues, i.e., new marketing strategies as well as innovations in production technology, were based on other factors, especially the performance capabilities are here expected to use in these new work system. As a factor essential to business success, employee expertise is itself has been expanded through effective programs of employee development. Expertise is defined as the optional level at which a person is able and/or expected to perform within a specialized realm of human activity (Swanson 1994). In short a development of workplace expertise through HRD has been vital to ideal business performance. This study was sincere attempt to relate the critical factors for effective HRD implementation in the organization were examined in this study.

1) For survival and remain profitable in the business HR professionals pivotal role in shaping business strategy is very important. HR managers must share with the managers in implementation of business strategy. As the success of business depends upon the
organizations ability to use the employees for the success of the organization. Only human resource can make a critical support to the competitive advantage of the organization by constructing the organizational climate and structure that permits the organization to tap its core competencies and rapidly respond to customers' needs. This article examines the strategic roles of HRD. Here HRD serves a strategic role by assuring the competence of employee’s best performance to meet organizations present needs. As well as it also assures for shaping business strategy.

2) It should be kept in mind that for enabling human resource functions to evaluate their own success of implementing strategic human resource in the organization there should be a strong linkage between the critical success factors. So it becomes responsibility of Human Resource Functions Management Team to choose proper set of critical success factors which directly impact for achieving defined goals.

This article shows the results regarding the findings related to the factors that are critical for HRD practices in newspaper industry. For collecting the views of research professionals the researcher conducted interviews with HR practitioners in selected ten newspaper organizations. Documents or forms are provided to the HR practitioners. The results conveyed views, or features that can be grouped into corporate factors, workplace factors, external factors, and internal factors as shown in Figure- 24.

**Fig- 23 Four groups of critical success factors for HRD.**
6.2 CORPORATE FACTORS

The formation of the HRD department is basically for supporting the development of the organization and, as such, in most of the cases there is major influence of the organization to the operation of the department. Here the researcher defined “corporate factors” as phenomena, or systems promoted by the organization’s headquarters that influenced the operating department. Here corporate factors includes two major systems i.e. top management support and management system. These factors influence the whole system.

Fig- 24  Corporate factors.

6.2.1 Top management support.

According to the opinion of these Practitioners particularly in big newspaper organizations the importance of top management support is very important for the success of HRD plans. One of the practitioner, said, “Without the strong support of the organization’s top management, it is very difficult to implement HRD programs.” For getting it confirm, the researcher conducted a small survey with ten practitioners and the results of the survey are shown in the following Table- 50 showed that the role of the organization’s top management was really critical for the accomplishment of HRD programs.
<table>
<thead>
<tr>
<th>Most Critical</th>
<th>Critical</th>
<th>Not Critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>(70%)</td>
<td>(30%)</td>
<td>(0%)</td>
</tr>
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When I discuss with the practitioners one of the practitioners argued that, the Human Resource Director had a specific position within the organization’s top five management authorities. He is an important driving force for the training division. Even though the other top management authorities also playing an important roles for the division, “But he said. The significant influence of the Human Resource Director to the training Division was considerable as per the organization’s structure. Another participant advanced his opinion that energetic support from top management was necessary to promote Human Resource Management into a strategic position. We are expecting practical support from top management. This is a necessary for HRD programs for getting a strategic position in the organization.” Another three forms of support are: policy support, financial support, and personal involvement are given below.

I. **Policy Support**

Top managing policy was observed here as very critical for encouraging HRD because it is in the hands of most powerful authorities in the organization and its scope covers the whole organization. As per the opinion of seven of practitioners out of ten practitioners, “The upper one’s position, the greater one’s power. Another candidates have expressed their opinion that, “Each and every unit of the organization is responsible for the success of HRD programs, but this department requires a policy that works for the whole organization and helps to promote HRD in the organization. Such type of policy is expected from the top management, not from the lower division’s management.” And remaining three practitioners argued that “Without a top management’s support, this Division can do nothing. The role of the top management policy is to strengthen the voice of the Training Division.” These are the different opinions of the practitioners.
II. Financial Support:

All the respondents regarding financial support said that, “The Money is the life blood of each and every activity. Without which, HRD programs could not take place.” And for getting proper support from the financial department HRD plans and the HRD budget should be matched. It does not mean that management will agree for any budget. We must be able to explain the benefits of the program. Further explain the requirements of the program, he commented that these programs must be linked with the organization’s goals.

In short, effectiveness and its efficiency is essential for an acceptable program. And at the same time coordination is also important. All these factors collectively can help the organization for getting success.

III. Personal Involvement:

In the opinion of HR practitioners, top management’s personal involvement is important. Out of the ten respondents seven practitioners said that policy and financial support from management are important but not sufficient to significantly encourage HRD. The only thing that can spark the spirit of a man to learn is a man. And, a leader is especially selected man who must be able to encourage the people or staff. Furthermore the researcher put the question about the involvement of the organization’s top management in HRD, they responded that; “Involvement of HR manager in HRD is can be measured how they converses with his staffs”. In other words we can say that how he supports employees to improve their competencies.” Lastly the researcher asked the respondents about the condition of management’s involvement to HRD in the in the organization, seventy per cent of them said that there is strong commitment of our top management in our HRD programs.

6.2.2 Management System

There are some factors policies, systems, practices, or approaches that affects the operation of the organization. These are generally known as “management systems” and recognized as the profit center treatment, the implementation of a quality management
system, and the implementation of competency-based human resource management as three practices that considerably influenced the HRD department.

I. Profit Centre Treatment

Generally organizations assume the Training Division as a profit center, it is a unit in which organization’s profit is utilized to judge to its performance. The fundamental philosophy of the profit center policy is that for the organization to reach better performance, all departments of the organization must make money. Training Department and the Research Department, are usually treated as profit centers by the management, and the organization’s operational departments were treated as investment centers, but still there are different opinions among the members of the organization. Some practitioners are in favour of the policy while others are not.

Table-51 shows quantitative results of a small survey among ten HR practitioners from selected newspapers, and Table -52 shows their causes. All ten respondents are asked the questions that how profit center affects the training department. As a result of the profit center status, this profit is included as a part in evaluating the Training Division’s performance. As a result, how to increase the Department’s profit becomes the most important concern of the Department’s members. For increasing this department’s profit, the Training Department increases its revenue, and reduces its costs, or can do both.

Table -51 Perspectives on Profit Center Treatment

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
<th>Neutral</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>5</td>
<td>1</td>
</tr>
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</table>
Table -52  Perspectives of the Profit Centre Treatment

<table>
<thead>
<tr>
<th>Proponents</th>
<th>Opponents</th>
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</thead>
<tbody>
<tr>
<td>The profit center status inspires the Training Department to work hard and also promotes training.</td>
<td>With the profit center status, the Training Department have a tendency to sell training rather than to know the actual training needs.</td>
</tr>
<tr>
<td>The profit center status inspires the Training Department to be more efficient.</td>
<td>The profit gained by the Training Department is not real profit because the profit comes from the organization itself. That means it will be more profit, the more costly for the organization.</td>
</tr>
</tbody>
</table>

Here the basic thing  is that the profit center status has determined by the Training Department of the organization to increase the number of participants in training program. The respondents views were: “We have to work hard to promote training and necessary to invite more participants to take part in our programs for the better performance.”

II. Competency-Based Human Resource Management:

When researcher discussed with the HR professionals it was come to the notice that nine out of ten newspaper organizations have already implemented (CBHRM) competency-based human resource management which influenced the Training Division. One of the respondent argued that the basic reason for implementing CBHRM, was to provide linkages among human resource processes: “We adopted CBHRM because we wanted to correlate human resource practices i.e.: Recruitment and Selection, training and development, and compensation in particular. They have confidence in such relations that will make human resource activities more and more effective.” One of the respondent said that, “We hire and develop people on the basis of competencies, and we also evaluate people’s performance on the basis of competencies.” So as a primary stage they have adopted CBHRM approach. Following summarized form of competency model as shown in Figure -26 adopted by these newspaper organizations.
This model has classified competency into two major parts i.e.: personal quality, and skill and knowledge. Earlier it was represented by “core competency” and “generic competency” while further that represents “specific competency.” These competencies are classified into three groups i.e., core competency, generic competency, and specific competency. Table -53 lists core and generic competencies. Core competency is such a competency which every employee in the industry must have. Generic competency is structured into three categories—executive, managerial, and specialist. Specific competency varies that depends upon one’s position and is prepared into four groups: information, telecommunications, business/service, and support, as shown in the following table. -53
Table -53  Core and Generic Competencies

<table>
<thead>
<tr>
<th>Basic Competency</th>
<th>Generic Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Executive</td>
</tr>
<tr>
<td>Customer orientation</td>
<td>Strategic orientation</td>
</tr>
<tr>
<td>Information technology</td>
<td>Action management</td>
</tr>
<tr>
<td>Telecommunications technology</td>
<td>Leadership of change</td>
</tr>
<tr>
<td>Achievement orientation</td>
<td>Organizational development</td>
</tr>
<tr>
<td>Communication</td>
<td>climate</td>
</tr>
<tr>
<td>Innovation process improvement</td>
<td>Networking</td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
</tr>
<tr>
<td>Adaptability and diversity</td>
<td></td>
</tr>
<tr>
<td>management</td>
<td></td>
</tr>
<tr>
<td>Self-development</td>
<td></td>
</tr>
</tbody>
</table>

Any organization’s acceptance of CBHRM has encouraged the Training Division to implement competency-based training and development. Out of ten respondents, eight said, “Competency- based human resource management is a huge human resource program, for which we must take care of.”
6.3 WORKPLACE FACTORS

HR Practitioners argued that the success factor of HRD is depends on the workplace factor i.e. the units of the organization where their staff who work for their customers. Concepts about the workplace factors influencing HRD efforts vary but, by and large, they can be classified into three categories: people, system, and facility (Figure -27).

Fig- 27 Workplace Factors

6.3.1 People

The HR professionals put their views regarding the key role of people in the workplace, that they may be managers, supervisors or subordinates. They said that people are important for success of HRD programs in the organization. “For success of any HRD program people are the key factors for any activity. But when the workplace’s people themselves do not wish to change; no any technical expert can change the workplace’s people.” Some of them also declared that the success of the human resource development mainly depends on the workplace members themselves.

There are various views presented by the practitioners presented regarding people in the workplace. The researcher was interested about practitioner’s views regarding the workplace settings, coming from three major sources. Firstly, they often talked with the training participants in the classes. Secondly, they mostly having years of experience in the workplace before they shift to the Training Department. And thirdly, they usually
explored the workplace issues through the industry’s internal bulletin, and other communication mediums.” In short, practitioners’ views about people in the workplace can be linked to the two main workplace roles i.e., the managerial role and their employees role. These three major issues are linked to each of these roles.

6.3.2 Management

The status of workplace management refers to their role as a decision maker for different variety of activities, together with training. Usually, management practice in the newspaper industry was more decentralized, and it gives the workplace’s management more authority. With respect to the training practice, a manager in the workplace has a power to make a decision for referring his subordinates to the Training Department.

The importance of workplace management also refers to their partnership role in supporting the need of evaluation of training programs. The researcher raised the question about the way to establish partnership. One of the respondent said that there is need for a more in-depth need of assessment process. Further he argued that, “usually the workplace’s manager criticizes about his subordinate’s behavior, i.e. lack of motivation. At that moment, the manager asks the head of the Training Department to solve the problem with training. It is possible that the manager himself can motivate his subordinates.” One of the respondent advised that in order to maintain objectivity and evaluation of training programs must not be knotted to performance appraisals of any individuals. Similar views were also received by other participants.

6.3.3 Employees

There are various employee issues (i.e., training preparation; need for training evaluation; learning, and implementing, and circulating knowledge; and the problems of new employees) arose from the investigation. Respondents pointed out especially their views regarding the requirement for an employee to prepare well in advance before they joined the organization’s training program, because it is essential for any activity and I rely on that a well-prepared trainee learns well throughout the training program and helps to improve the efficiency of training.” When the researcher asked him how to encourage a
well-prepared trainee, he said that, employees must be well informed about the training program which they are going to join, as well as they must also know the workplace issues connected with their job. Further pertaining to attaining any training program on the executives affirmed saying that before joining a program, an employee must have an idea of the program and as well as he must start identifying workplace problems related to the program. As a trainer he said, he will be happy if his trainees raise workplace issues pertaining to the issues discussed in the class because, by doing so, they make the class enthusiastic.

The researcher also discussed with the HR practitioners about the significance of the role of employees about the need of assessment and training assessment processes. They expressed their views regarding the need to involve both management and employees/subordinates, and said, “If you want the whole picture, ask management and if you want a detailed picture, ask employees.” about the issues of learning, implementing, and disseminating knowledge. They said: “Training is just an infrastructure for an employee to learn, but implementing what they learns and sharing their knowledge with others in the place of work is the important step. The Training Division can do nothing about the implementation of knowledge”. Further he said that “younger staff are different than the old ones. The younger generation works quicker and is more used to with information technology, so we need to understand the employees’ profiles. If we don’t know the profiles of our current employees our program will not be effective.”

6.3.4 System

When I discussed the system factor with the HR practitioners they argued that a system in the workplace is a most powerful factor that influencing personnel’s development processes. They specifically pointed out that the system is more influential than the people. Following table -54 quantitatively shows a comparison of HR practitioners regarding their opinions about the power of the people versus system.
Table - 54 The Power of People V/s System Influencing HRD Practice

<table>
<thead>
<tr>
<th>People Are Stronger</th>
<th>The System Is Stronger</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 (20%)</td>
<td>8 (80%)</td>
</tr>
</tbody>
</table>

Out of ten two respondents said that the influence of people are more powerful than the system because according to their opinion people themselves are the creator of the system and eight respondents argued that the system is more powerful because, as per their opinion “they have to follow the system as they are the employees of the organization. The second group reasoned that people were often powerless under a system and even changed themselves and followed the system. At the same time some of them suggested that conditioning the workplace to be a place that motivates people to learn: “An honest staff cannot perform well in an immoral system. So for improving HRD effectiveness, we have to improve the conditioning the workplace”.

6.3.5 Facility

For checking the effectiveness of the factor ‘facility’ the researcher asked the HR practitioners to point out some exact examples of facilities that could be used to support HRD effectiveness, eight practitioners responded that: “Specific facilities wished to support peoples development i.e. intranet facilities for the organization, distance education programs which help reduce transportation costs for the employees.

6.4 EXTERNAL FACTORS

Considering all the critical views regarding support from headquarters and a partnership with the workplace for the success of training programs, practitioners also voiced the importance regarding the role of external factors i.e. Suppliers to the department, external institutions related to the industry. “In short the superiority of the newspaper depends on the quality of concerned related factors.”
Practitioners accepted the important role of suppliers and they have also considered the expertise suppliers as a strategic partners. Similarly the logistic service is a regular support needed for every training program, so the agreement between the Training Department and the logistic supplier is usually long-term. At the same time it should be kept in mind that the need for expertise suppliers is not routine. Some training programs may need help from external factors, while other programs may not.

6.5 INTERNAL FACTORS:

Internal factors also include three major categories: people, system, and facility. While identifying the impact of the head office, the workplace, and the dealers to the Training Department, the practitioners asserted that the HRD effort must focus on the internal environments of the Department. It was said that, “Too much enquiring others to do something for us or inspecting other units is not a good thing. In short improving our department is good than keeping focus on other units. Other executives also agreed for the same opinion. As per their opinion internal factors are more important because they are more manageable, because we cannot manage the external factors. So if we want our endeavour to be effective, we can focus only on the things which are more controllable.”

6.6 HYPOTHESIS RESULT

Based on the above mentioned discussion shown in this topic “Factors affecting for effective implementation of HRD.” the hypothesis shown “ The corporate, workplace, suppliers and internal environment of the organization act as the most critical factors for effective human resource development implementation in newspaper industry is accepted.
6.7 SUMMARY OF “CRITICAL FACTORS FOR HUMAN RESOURCE DEVELOPMENT”

After taking into consideration the viewpoints of the department, Figure 24 represents the fundamental key points related to critical factors for Human Resource Management in the company. These are divided into four major factors: the corporate factors, the workplace factors, the external factors, and the internal i.e. HRD department factor. Under the corporate factors includes two subcategories i.e. I) management support, and personal involvement, and II) management system under which practitioners in the department has taken into consideration profit center treatment to the department, as well as the implementation of quality management system, and the adoption of competency-based human resource management are three critical factors for their work. Under workplace factors workplace facilities, and workplace systems, and its people or staff (line managers and employees) was considered, while under external factors incorporate logistics and expertise, in which practitioners considered that the expertise supplier more strategic than logistic. Lastly, factors under the direct control of the department i.e. internal factors were remarked by practitioners as the utmost important ones and this factor can also be considered in terms of people, systems, and facilities as the common view on the workplace factor.