CHAPTER VIII

SUMMARY, IMPLICATIONS AND RECOMMENDATIONS

8.1 SUMMARY

It is observed that no evidence exists as regards to the increasing role of HRD in organizational transformation, no research in Pune city currently exists to show the extent to which the HRD variables exists in the organizations, as well as no evidence find regarding the studies on identifying the roles and responsibilities of HR executives in this changing competitive scenario. Taking in to consideration the rapid growth and challenges to the newspaper industry academicians are really realized the need to explore the underlying key HR issues. This research supports the notion that the changing landscape of global economies needs employees to become more knowledgeable in order to compete and maintain continuous employment.

In a rapidly changing economy, HRD activities assume greater significance to organizations (Bartlett & Porter, 2001; Ulrich & Lake, 1990). Therefore, academic programs that prepare HRD professionals are bound to ensure that competencies taught are associated with competencies needed and sought out by business and industry. The present study is thus undertaken with the basic purpose to provide some direction and a conceptual foundation for ‘Human Resource Practices in Newspaper Industry’. This study was sincere attempt to relate all the requirements of an efficient HRD system in newspaper industry in Pune and the degree of its existence. This information will be very much useful to the newspaper organizations as the findings will disclose the areas wherein improvements would be required. The present HRD initiatives, challenging role of HR executives with required competencies, and the critical factors for effective HRD implementation in the organization are examined and evaluated in this study. As well as during the study it was discovered that like HRD system variables the organizational values also affects the organizational performance. So here the researcher has tried to find out the extent to which these values are existing in the organization.
Objectives of the study

The primary objective of this study was to determine the degree to which HRD variables are existing in the organizations’, and possibly identifying trends that will impact the critical factors for successful implementation of these HRD practices and roles, and competencies required by HR practitioners.

In this study, the researcher focused on the following.

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 in newspaper industry.
3) To study the competencies required for efficient management of human resources in newspaper industry.

Hypothesis

The following hypothesis have been tested in the study

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, workplace suppliers and internal environment in the organization act as the most critical factors for effective HRD implementation in Newspaper Industry.
3) Strategic contribution, Solid knowledge of business, Personal credibility, HR delivery and HR technology are the most required competencies for HR executives in Newspaper Industry.

**Sampling design**

Here Newspaper organizations in Pune are considered as 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. 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 Nagari  
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.

Furthermore, the data relating to the role and competencies of HR executives were collected from the HR executives working in the selected large newspaper organizations.
Total twenty HR executives from large newspaper organization participated to share their views on 18 factors which were included in the questionnaire, and for the study of critical factors for effective HRD implementation discussions were made with HR professionals. The interviews were based on the Human Resource Competency Study (HRCS) scales developed by Brockbank & Ulrich (2003). However, these interviews scheduled at the convenience of the HR executives. Representative sample was considered as a base for this study.

**Tools Used for Data Analysis**

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 sampling of employees from the twenty seven newspaper organizations 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’. Different methods were used to collect the same qualitative data. Bar charts are also prepared for comparing overall response by large and small newspaper organizations.

**MAIN FINDINGS AND CONCLUSIONS**

Following are the main findings of the study which were based on the responses received through the respondents with regards to the human resource development practices in selected newspaper organizations.

**Findings Relating to HRD Practices in Newspaper Organizations in Pune.**

The main findings in this chapter are shown in four main sections viz.

A. HRD Systems and Practices,

B. Critical Factors for HRD implementation
C. HR Roles & Competencies, and,
D. Organizational Values

A. HRD SYSTEM AND PRACTICES

1. Career System

OVERALL COMPARITIVE ‘MPR’ ‘MANPOWER PLANNING AND RECRUITMENT’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS.

1) To improve the variable ‘Career System’ all the issues under the factor ‘Manpower Planning and Recruitment’ requires to be taken special care. In large newspaper organizations as per the findings of this factor all 12 issues of “Manpower Planning and Recruitment” except “Manpower plans are prepared for 3-5 years” (MPR-4) were identified to be already taken care of at a large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent, but still there is scope for improvement for the variable (MPR-4). Hence the HRD executives should give special attention to improve the perceptions of the employees on this issue.

2) To improve the aspect of ‘Career System’ variable all 12 issues under the factor ‘Manpower planning and recruitment’ requires to be taken special care. In small newspaper organizations as per the findings of this factor all the issues viz., ‘Capabilities of employees are well utilized’ (MPR-6), “Section process ensures selection of competent people “(MPR-7),’Candidates are given adequate information about company during recruitment’ (MPR-11) and ‘Candidates are given opportunity to visit the company before they finally selected’ (MPR-12) were found to be taken care at large extent, whereas, rest of the issues (i.e. MPR-1 ‘Manpower requirements of each department/work unit are identified well in advance’; MPR-2 ‘Manpower planning and business plans are closely linked’; MPR-3 ‘Retirements and vacancies from a part of manpower planning’; MPR-4 ‘Manpower plans are prepared for 3-5 years; MPR.5 ‘Departments send manpower requirements in advance to the personnel or HR department’; MPR-8 ‘Valid and standardized tests are used for recruitment’; MPR-9 ‘Line managers are involved in
manpower planning’; MPR-10 ‘Line managers are trained on interviewing and other selection techniques’; were taken care at small extent. Hence the HRD executives should give special attention to improve the perceptions of the employees on these abovementioned issues in selected small organizations.

**In short we conclude that;**

1) All the ‘Manpower Planning and Recruitment’ issues were found to be mostly practiced with expected importance i.e. mostly true in the large organizations.
2) Almost 10 out of 12 issues of ‘Manpower Planning and Recruitment’ were found to be almost neglected in small organizations.
3) Here we accept the hypothesis concluding that, existence of MPR issues does get affected by the size of organization.

**OVERALL COMPARITIVE ‘PAP’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS**

1) To improve the aspect of ‘Career System’ variable all 10 issues under the factor ‘Potential Appraisal and Promotion’ requires to be taken special care. In large newspaper organizations as per the findings of this factor all the ‘Potential Appraisal and Promotion’ issues except “Promotion decisions are taken objectively” (PAP-4) and “Promotion policies are known and widely shared with employees” (PAP-6) were identified to be already taken care of at a large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent in large organizations, but still there is scope for improvement for the issues (PAP-4) and (PAP-6). Hence the HRD executives should give special attention to improve the perceptions of the employees on these abovementioned two issues.
2) To improve the aspect of ‘Career System’ variable all 10 issues under the factor ‘Potential Appraisal and Promotion’ requires to be taken special care. In small newspaper organizations as per the findings of this factor all the ‘Potential Appraisal and Promotion’ issues “Promotion decisions are taken objectively” (PAP-6), “Promotion policies are
known and widely shared with employees”, (PAP-8) “Promotion decisions consider good performance. (PAP-9), Company helps employees to identify and develop their potential for higher-level jobs” (PAP-10), “Job rotation is being done to help people understand and develop their potential in new areas” were identified to be already taken care of at a large extent in small newspaper organizations. Rest of the issues (i.e. PAP-1, PAP-2, PAP-3, PAP-4, PAP-5, and PAP-7) were identified to be already taken care of at a moderate extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent, but still there is scope for improvement for the issue (PAP4) and (PAP6). Hence the HRD executives should give special attention to improve the perceptions of employees on these above mentioned two issues.

In short we conclude that

1) 9 issues out of 10 PAP issues were practiced with equal or more than expected importance i.e. mostly true in large organizations.
2) 6 issues out of 10 PAP issues were practiced with equal or more than expected importance i.e. mostly true in small organizations.
3) 6 issues out of 10 PAP issues were found to be practiced with less importance in small organizations when compared it with the importance given to these issues in large organizations.
4) So based on above evidence we accept the research hypothesis stated that existence of HRD system variables affects by size of the organization.

OVERALL COMPARITIVE ‘CAREER SYSTEM’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of ‘Career system’ variable all the issues under the factor ‘Career Planning and Development’ requires to be taken special care. In large newspaper organizations as per the findings of this factor all the issues of the ‘Career Planning and Development’ factor except “Succession planning is done in advance” (CPD-5) were identified to be cared for a large extent. Also, none of the issues were found to be taken care up to a small extent. Still there is scope for improvement for the issue (CPD5). Hence
the HRD executives should give special attention to improve the perceptions of the employees on this issue in selected large organizations.

2) To improve the aspect of Career system all 7 issues under ‘Career planning and development’ requires to be taken special care. In small newspaper organizations as per the findings of this factor only one issue out of 7 issues from the “Career Planning and Development” viz., “Effective schemes are there for identifying potential leaders and motivating others” (CPD-7) was found to be taken care at moderate extent and rest of the issues were taken care up to large extent. Also, none of the issues were found to be taken care up to a small extent. Still there is scope for improvement for the issue (CPD-7). Hence the HRD executives should give special attention to improve the perceptions of the employees on this issue (CPD-7) in selected small organizations.

**In short we conclude that;**

1) All the issues except one were practiced with equal to or more than expected importance i.e. mostly true in large organizations.

2) All the issues were considered with equal or more than expected importance i.e. mostly true in small organizations.

3) Irrespective to their size of the organisation almost all the issues were practiced in both organizations with (pre-assume) expected importance. Concluding that we reject the research hypothesis for the CPD issues, that existence of HRD system variables affects by the size of the organisation.

**B WORK PLANNING**

This section presents in detail the findings of the study on the various factors of Work Planning included in this study are:

i. Role Analysis;

ii. Contextual Analysis and;

iii. Performance Appraisal and Management System.
OVERALL COMPARITIVE ‘ROLE ANALYSIS’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of ‘Work Planning’ all 10 issues under the factor ‘Role Analysis’ requires to be taken special care. In large newspaper organizations as per the findings of this factor ‘Role Analysis’ all the Role analysis issues were identified to be taken care to a large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent.

2) To improve the aspect of ‘Work Planning’ all the issues under the factor ‘Role Analysis’ requires to be taken special care. In small newspaper organizations as per the findings of this factor ‘Role Analysis’ all the Role analysis issues were found to be taken care up to large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent.

In short we conclude that;

1) All the issues were practiced with equal to or more than expected importance i.e. mostly true in large organizations.

2) All the issues were practiced with equal or more than expected importance i.e. mostly true in small organizations.

3) Irrespective to their size of the organisation almost all the ‘RA’ issues were practiced in both organisations with (pre-assume) expected importance. Concluding that we reject the research hypothesis for the RA issues that existence of HRD system variables affects by size of the organisation.

OVERALL COMPARITIVE ‘CONTEXTUAL ANALYSIS’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of “Work Planning” all 10 issues under the factor ‘Contextual Analysis’ requires to be taken special care. In large newspaper organizations as per the findings of this issue it has been witnessed that HRD factors concerned with “Contextual analysis” issues viz., “There is a mechanism of preparing comprehensive annual
performance plans” (CA-1), “Annual performance plans are realistic and challenging” (CA-2), “Annual performance plans are shared with each department/section” (CA-3), “Annual performance plans are based on thorough and systematic analysis on internal and external environment” (CA-5) and “Company strategies are shared with employees for the better planning” (CA-9) were found to be taken care up to a moderate extent. While, rest of the issues were taken care up to a large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent, but still there is scope for improvement for the issue (CA-1), (CA-2), (CA-3), (CA-5), (CA-9) . Hence the HRD executives should give special attention to improve the perceptions of the employees on these abovementioned dimensions.

2) To improve the aspect of “Work Planning” all 10 issues under the factor ‘Contextual Analysis’ requires to be taken special care. In small newspaper organizations as per the findings of this issue it has been witnessed that HRD factors concerned with the issue “Individual work plans are based on contextual factors” (CA-8) was taken care at small extent. The issues viz., “Annual performance plans are realistic and challenging” (CA-2), “Company strategies are shared with employees for better planning” (CA-9) and “Employees are helped to plan work effectively” (CA-10) were taken care up to large extent and the rest of the variables were taken care at moderate level in small organizations, still there is scope for improvement for the issues CA-1, CA-3, CA-4, CA-5, CA-6, CA-7. As well as the HRD executives should give special attention to improve the perceptions of the employees on the issue (CA-8).

In short we conclude that;

1) 5 out of 10 CA issues were practiced in the large organizations with less than expected importance i.e. mostly true.

2) Also in small organizations 5 out of 10 CA issues were practiced with less than expected importance i.e. mostly true.

3) Irrespective to their size of the organization same scenario was observed i.e. only 50% of the CA issues were practiced in both organizations with (pre-assume) expected
importance. Concluding that we reject the research hypothesis for the CA issues that size of the organization affects the existence of the HRD variables.

OVERALL COMPARITIVE ‘PERFORMANCE APPRAISAL AND MANAGEMENT SYSTEM’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1. To improve the aspect of “Work Planning” all 18 issues under the factor ‘Performance Appraisal and Management System (PMS)’ requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD factors concerned with “Performance Appraisal and Management System” issues viz., The performance appraisal and management system issues viz. “PMS help manages to plan well” (PMS-3), “PMS provides scope for the reflection and assessment of each appraiser on the personality factor and other competencies” (PMS-8), “PMS attends to strengthen relationship through trust and mutuality” (PMS-12) and “PMS aids the communication of business plan of staff” (PMS-15) were found to be taken care up to moderate level. Whereas, the rest of the issues were taken care at large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent, but still there is scope for improvement for the issue (PMS-3), (PMS-8), (PMS-12),(PMS-15). Hence the HRD executives should give special attention to improve the perceptions of the employees on these issues.

2) To improve the aspect of “Work Planning” all 18 issues under the factor ‘Performance Appraisal and Management System (PMS)’ requires to be taken special care. In small newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with the factor from the performance appraisal and management system viz., “PMS provide scope for reflection and assessment of the each appraise on the personality factor and other competencies” (PMS-8) was found to be taken care up to moderate extent and rest of the variables were taken care at large extent. Also, none of the variables were found to be taken care up to a small extent, but still there is scope for
improvement for the issue (PMS-8). Hence the HRD executives should give special attention to improve the perceptions of the employees on these issues.

**In short we conclude that;**

1) 14 out of 18 PMS issues were found to be practiced equal or more than expected value i.e. mostly true in case of large organizations.
2) In case of small organizations all the issues were practiced with the equal or more than expected importance to PMS issues.
3) Irrespective to size of organization, PMS issues were practiced with equal or more than expected importance. Concluding that we reject the research hypothesis for the PMS issues that size of the organization affects the existence of the HRD variables.

2. DEVELOPMENT SYSTEM

This section presents in detail the findings of the study on the various factors of the Development System. The components of Development System included in this system are:

i. Learning and Training Systems;

ii. Performance Guidance and Development;

iii. Other Mechanisms and;

iv. Employee Development.

**OVERALL COMPARITIVE ‘LEARNING AND TRAINING SYSTEM’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS**

1) To improve the aspect of “Development System” all 28 issues under the factor (LTS) ‘Learning and Training System’ requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with The learning and training variables viz., “Senior take interest in induction programs” (LTS-6), “Induction training is evaluated periodically” (LTS-8), “Training function emphasized the development of managerial competencies” (LTS-10),
“Employees are sponsored for training on the basis of carefully identified development needs” (LTS-12), “Employees know which skills are to be acquired” (LTS-15), “Quality of in-house programs is excellent” (LTS-18), “Adequate follow up is conducted on the major training programs” (LTS-23), “Impact evaluation of training is conducted to improve the utilization of training” (LTS-24), “HRD department prepares training strategy in the light of business strategy” (LTS-25) and “Internal faculty is well trained” (LTS-26) were found to be taken care up to a moderate extent. While, the rest of the issues are taken care up to a large extent. Also, none of the issues considered for study in this section were found to be taken care up to a small extent in large organizations, but still there is scope for improvement for the issues (LTS-6),(LTS-8), (LTS-10), (LTS-12), (LTS-15), (LTS-18), (LTS-23), (LTS-24), (LTS-25), (LTS-26) and require immediate attention as the same issues were found to be existing to a small level in selected small organizations.

2) To improve the aspect of “Development System” all 28 issues under the factor (LTS) ‘Learning and Training System’ requires to be taken special care. In small newspaper organizations as per the findings of this issue it has been witnessed that HRD issues concerned with “Learning and Training System” issues viz., “Induction provide comprehensive information” (LTS-4), “Employees know which skills are to be acquired” (LTS-15), “Quality of in-house programs is excellent” (LTS-18) and “Training leads to experimentation and action” (LTS-27) were found to be taken care up to moderate extent. Also, the variables “Norms and rules are explained clearly in the induction” (LTS-5), “New recruits find induction very useful” (LTS-7), “Technical knowledge and skills are given through training” (LTS-9), “training function emphasized the development of managerial competencies”(LTS-10), “There is adequate effort made through training to develop human skills among managers” (LTS-11), “Internal faculty is well trained” (LTS-26), and “Employees are helped to learn” (LTS-28) were found to be taken care up to large extent, while, rest of the variables were at small extent in small organizations. Hence these issues viz., (LTS-1), (LTS-2), (LTS-3), (LTS-6), (LTS-8), (LTS-12), (LTS-13), (LTS-14), (LTS-16), (LTS-17), (LTS-19), (LTS-20), (LTS-21), (LTS-22), (LTS-23), (LTS-24), (LTS-25) require immediate attention as the same issues were found to be existing to a small level in selected small organizations.
In short we conclude that;

1) 20 out of 28 LTS issues were found to be practiced with equal or more important as expected i.e. mostly true in the large organizations.
2) 19 out of 28 LTS issues were found to be practiced with equal or more important as expected i.e. mostly true in the small organizations.
3) 18 out of 28 LTS issues were found to be showing significantly different level of importance given by small and large organizations concluding that we accept the research hypothesis that size of business affects the existence of the LTS issues.

OVERALL COMPARITIVE ‘PERFORMANCE GUIDANCE AND DEVELOPMENT’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of “Development System” all 15 issues under the factor (PGD) requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD factors concerned with performance guidance and development issues viz., “Line managers help subordinates with performance guidance and spend time needed” (PGD-1), “Through self-appraisal by executive is undertaken in terms of performance analysis” (PGD-5), “Serious performance review discussion are of high quality here” (PGD-6) and “Appraisal are used by reviewing officer to reduce or to eliminate bias in their juniors” (PGD-12) were found to be taken care up to moderate extent, whereas rest of the variables were taken care at large extent. Also, none of the variables considered for study in this section were found to be taken care up to a small extent in large organizations, but still there is scope for improvement for the issues (PGD-1), (PGD-5), (PGD-6), (PGD-12).
2) To improve the aspect of “Development System” all the issues under the factor (PGD) ‘Performance Guidance and Development’ requires to be taken special care. In large newspaper organizations as per the findings of this issue it has been witnessed that HRD factors concerned with the issues “Line managers help subordinates with performance guidance and spend time needed” (PGD-1), “Appraisal helps in job rotation, enrichment
of decisions, etc.” (PGD-10) and “Appraisal are used by reviewing offices to reduce or eliminate bias in their juniors” (PGD-12) were taken care up to moderate extent. Whereas, rest of the issues had shown large as well as small extent of importance were given, but still there is scope for improvement for the issues (PGD-1), (PGD-10), (PGD-12). As well as the HRD executives should give special attention to improve the perceptions of the employees on these dimensions (PGD-2), (PGD-4), (PGD-5), (PGD-9), (PGD-13), (PGD-14)

In short we conclude that;

1) 12 issues out of 15 PGD issues were found to be practiced with equal or more than expected importance i.e. mostly true in large organizations.
2) 8 issues out of 15 PGD issues were found to be practiced with equal or more than expected importance i.e. mostly true in small organizations.
3) 8 issues out of 15 PGD issues were found to be practiced with less importance in small organizations when compared it with the importance given to these issues in large organizations. So we accept research hypothesis that size of business does affect the existence of PGD issues.

OVERALL COMPARITIVE ‘OTHER MECHANISMS’ HYPOTHESIS RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of “Development System” all 10 issues under the factor (OM) ‘Other Mechanisms’ requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with “Other Mechanisms” issues viz., “Employees are encourage to perform a variety of task and show different competencies” (OM-6), “Mistakes are looked upon as learning experiences” (OM-9) and “Seniors send adequate time guiding and developing their juniors” (OM-10) were found to be taken care up to moderate extent. While, remaining variables were taken care at large extent. Also, none of the issues considered for study in
this section were found to be taken care up to a small extent in large organizations, but still there is scope for improvement for the issues (OM-6), (OM-9), (OM-10).

2) To improve the aspect of “Development System” all 10 issues under the factor (OM) ‘Other Mechanisms’ requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with “Other Mechanisms” issues viz., “Task forces and small groups are used to develop employees’, understanding” (OM-5), “Employees are encouraged to perform a variety of tasks and show different competencies”(OM-6), “Job rotation encourages employees to acquire new competencies”(OM-7) and “Mistakes are looked upon as learning experiences” (OM-9) were taken care up to moderate extent, variables “Internal seminars/discussions are organized” (OM-4) and ”Well laid out job rotation policy exists” (OM-8) were taken care up to small extent and rest of the variables were cared for at large extent in small organizations, , but still there is scope for improvement for the issues (OM-5), (OM-6), (OM-7), (OM-9). As well as the HRD executives should give special attention to improve the perceptions of the employees on the issues (OM-4), and (OM-8).

In short we conclude that;

1) 7 issues out of 10 OM issues were found to be practiced with the equal or more importance than expected value i.e. mostly true in large organizations.

2) 7 issues out of 10 OM issues were found to be practiced with the equal or more importance than expected value i.e. mostly true in small organizations.

3) Irrespective to size of organization OM issues were practiced in both the organizations so we reject the research hypothesis that size of business does affect the existence of OM issues.
OVERALL COMPARITIVE ‘EMPLOYEE DEVELOPMENT’ HYPOTHESIS
RESULT FOR LARGE AND SMALL ORGANIZATIONS

1) To improve the aspect of “Development System” all 6 issues under the factor (ED) ‘Employee Development’ requires to be taken special care. In large newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with “Employee Development”, almost all issues except “Training for workmen and other staff is helpful and effective in motivating and developing them” (ED3) were found to be taken care up to large extent, but still there is scope for improvement for the issue (ED-3).

2) To improve the aspect of “Development System” all the issues under the factor (ED) ‘Employee Development’ requires to be taken special care. In small newspaper organizations as per the findings of this factor it has been witnessed that HRD issues concerned with “Employee Development” issues viz., “Competency development of workmen is emphasized”(ED-1), “Workers are encouraged to go for higher qualifications related to their job” (ED-6) were found to be taken care up to large extent. The issues “Personal growth is emphasized in workmen training” (ED-4), and “Workers are kept informed on various aspects of the company” (ED-5) were found to be taken care up to moderate extent, and the issues “Training programs are conducted for workers” (ED-2), and “The training for workmen and other staff is helpful, and effective in motivating and developing them” (ED-3) were found to be taken care up to small extent, but still there is scope for improvement for the issue (ED-4) and (ED-5). As well as the HRD executives should give special attention to improve the perceptions of the employees on the issues (ED-2), (ED-3). In short issues from employee development were found in all level of importance in small organizations.

In short we conclude that;

1) 5 issues out of 6 ED issues were found to be practiced with equal or more than expected importance i.e. mostly true in large organizations.

2) 4 issues out of 6 ED issues were found to be practiced with equal or more than expected importance i.e. mostly true in small organizations.
3) 4 issues out of 6 ED issues were found to be practiced with less importance in small organizations when compared it with the importance given to these issues in large organizations.

4) So we accept research hypothesis that size of business does affect the existence of ED issues.

**OVERALL HYPOTHESIS RESULT FOR HRD SYSTEM VARIABLES.**

Taking in to consideration all above findings of ten factors of HRD system variables i.e. Career System, Work planning, and Development System we conclude that;

- **We accept the research hypothesis partially**, i.e. only for five factors out of ten factors of HRD system variables (i.e. 1. Manpower Planning and Recruitment; 2. Potential Appraisal and Promotions; 3. Performance Guidance and Development; 4. Employee Development; 5. Learning and Training Systems.) that the existence of HRD system variables does get affected only because of the size of the organization. and

- **Reject the research hypothesis partially**, i.e. for five factors out of ten factors of HRD system variables (i.e. 1. Career Planning and Development; 2. Role Analysis; 3. Contextual Analysis; 4. Performance Appraisal and Management System; 5. Other Mechanisms.) that the existence of HRD system variables does get affected only because of the size of the organization.

**VALUES IN THE ORGANIZATION**

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 that purpose the respondents were asked to choose the rating number for the value factors practiced in their organization which, exactly represents their organization's performance with the help of using five point scale, 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. Accordingly the findings regarding each value in large as well as small organization are shown as under.

➢ Findings regarding each value in large organizations

1) The value “Trust” received maximum importance in all large newspaper organizations.
2) The value “Creativity” was found to be mostly practiced in all large newspaper organizations.
3) The values namely “Openness” and “Confrontation” were found to be practiced mostly except for 0.16 proportions of large newspaper organizations.
4) The value ‘Authenticity’, was found to be practiced highly for 0.53 proportion in large newspaper organizations and received maximum importance for 0.47 proportion in large newspaper organizations.
5) The value ‘Quality’ was found to be practiced highly for 0.58 proportion in large newspaper organizations and received maximum importance for 0.42 proportion in large newspaper organizations.
6) Other values in the organization namely “Taking initiative”, “Use of freedom”, “Collaboration and team work” and “Creativity” were found to be highly practiced except 0.2 proportions of large newspaper organizations.

➢ Findings regarding each value in small organizations

1) ‘Trust’, ‘Freedom to achieve results’ and “Collaboration and Team Work” received maximum importance by all sample small organizations.
2) The value ‘Openness’ was found to be mostly practiced by all sample of small organizations.
3) While running business the value ‘Confrontation’, was given less importance for 0.63 proportion of small organizations and received due importance for 0.38 proportion of small newspaper organizations.
4) And, for the other value factors, ‘Authenticity’, ‘Taking initiative’, ‘Use of freedom’, ‘Quality’ was found to be practiced highly for 0.63 proportion of small newspaper
organizations, and received maximum importance for 0.38 proportion of small newspaper organizations.

5) The value ‘Creativity’ received somewhat practiced for 0.25 proportion, and highly practiced for 0.38 proportion of small newspaper organizations and received maximum importance given by remaining 0.38 proportion of large newspaper organizations.

In short we can conclude that;

1) Only the 2 values ‘Confrontation’ and ‘Creativity’ out of 10 values (i.e. Openness, Confrontation, Trust, Authenticity, Taking initiative, Freedom to achieve results, Use of freedom, Collaboration and team-work, Creativity, and quality.) were found to be practiced with less importance (i.e. somewhat practiced.) given in small organizations when compared it with the importance given to these values in large organizations.

2) While rest of the values (i.e. Openness, Trust, Authenticity, Taking initiative, Freedom to achieve results, Use of freedom, Collaboration and team-work, and quality.) were found to be practiced with equal or more than expected importance i.e. mostly practiced in large as well as small organizations.

FINDINGS RELATING TO ‘CRITICAL FACTORS FOR EFFECTIVE HRD IMPLEMENTATION’ IN NEWSPAPER ORGANIZATIONS IN PUNE.

Critical factors for effective HRD practices in the sector were plotted from the perceptions of the practitioners in the Newspaper industry, into four major factors i.e. (1) corporate/headquarters factors, (2) workplace factors, (3) external factors, and (4) internal/the HRD Department factor. For collecting the views of HR professionals the researcher conducted interviews with HR practitioners in selected ten big newspaper organizations as per their willingness to participate in the discussion. The results conveyed views that were grouped into corporate factors, workplace factors, external factors, and internal factors.
1. **CORPORATE FACTORS**

Corporate factors include two subcategories these are: (1) Management support which were presented in the form of policy support, financial support, and personal involvement, and (2) management system/practice in which in the HRD practitioners in the department are responsible for the execution of quality management system, and the adoption of competency-based human resource management as two critical factors for their work.

**Findings**

1) For getting it confirm about management support as critical factor for HRD, the researcher conducted a survey with ten HR practitioners from selected large newspaper organizations and the result of the survey showed that the role of the organization’s top management is really critical for the accomplishment of HRD programs.

2) For getting confirm about the management system as critical factor for HRD, again the researcher conducted a small survey with ten practitioners and the result of the survey showed that Out of ten respondents, eight said, “Competency-based human resource management is a huge human resource program, for which we must take care of, as it is most critical factor for effective HRD implementation.

2. **WORKPLACE FACTORS**

Workplace factors were viewed in terms of its people (managers/team leaders and employees), workplace systems, and workplace facilities as critical factors for HRD.

**Findings**

1) Practitioner’s showed positive views about people, workplace systems, and workplace facilities as critical factors for successful HRD implementation.

3. **EXTERNAL FACTORS**

External factors incorporate availability of the talented knowledge worker, in which HR practitioners considered that the expertise supplier is more strategic.
Findings

1) Practitioners accepted the important role of suppliers and they have also considered the expertise suppliers as a strategic partners.

2. INTERNAL FACTORS

This internal factor can also be seen in terms of people systems, and facilities as the common view on the workplace factor.

Findings

1) Internal factors i.e. which are under the direct control of the department were observed by HR practitioners as the most important ones. As per their opinion, “internal factors are more important because they are more manageable. So if we want our endeavor to be effective, we can focus only on the things which are more controllable.”

HYPOTHESIS RESULT FOR ‘CRITICAL FACTORS FOR EFFECTIVE HRD IMPLEMENTATION’ IN NEWSPAPER ORGANIZATIONS IN PUNE.

The hypothesis corporate factors, work place factors, external and internal factors act as the most critical factors for effective HRD implementation in Newspaper Industry is accepted.

HR COMPETENCIES IN NEWSPAPER INDUSTRY IN PUNE.

FINDINGS

Here respondents were examined how well they implement the competencies identified in the Human Resource Competency Study (HRCS) scales developed by Brokbank and Ulrich (2003). A statement expressing each competency issue is listed on a questionnaire. Total 18 factors in the instrument are grouped in the area of 5 competency
issues. A five point scale was used as it was applied in the abovementioned case. The respondents were asked to choose the rating number for the competency issues practiced as most required competencies in their organization which exactly represents their organization’s performance. Accordingly the findings regarding each (five) competency areas are shown as under.

1. **Strategic Contribution**

1) All issues (Culture management, Strategic decision making, Market driven connectivity) except the factor ‘Fast change’ out of 4 strategic contribution issues were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance i.e. mostly true in large as well as small organizations. So it was accepted that respondents from small as well as large organizations are most competent in these areas, as these are the most required competencies for their business performance as per their opinion.

2. **Personal Credibility**

1) 2 issues (Effective relationship, Personal communication except Achieving results) out of 3 ‘Personal Credibility’ issues were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in large organizations. So it was accepted that respondents from large organizations are most competent in these areas, as these are the most required competencies for their business performance.

2) The entire Personal Credibility issues (Effective relationship, Personal communication and Achieving results) were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in small organizations. So it was accepted that respondents from small organizations are most competent in these areas, as these are the most required competencies for their business performance.

3) All the strategic ‘Personal credibility’ issues except ‘achieving results’ in large organizations were found to be exist to a large extent in both large and small organizations.
3. HR Delivery

1) 4 factors out of 6 HR Delivery issues (i.e. HR development, Organization structure, HR measurement, Performance management except Legal compliance and Staffing) were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in large organizations. So it was accepted that respondents from large organizations are most competent in these areas, as these are the most required competencies for their business performance.

2) Only one issue i.e, ‘Performance management’ out of 6 HR Delivery issues (i.e. HR development, Organization structure, HR measurement, Legal compliance and Staffing, Performance management) was practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in small organizations. And rest of the issues were taken care up to Moderate extent. Also, none of the issues were found to be taken care up to a small extent. So it was accepted that respondents from small organizations are most competent in these areas, as these are the most required competencies for their business performance.

3) Only one issue of ‘HR delivery’, ‘Performance management’ was found to be taken care at large extent in both large and small organizations, and ‘Staffing’ and ‘Legal compliance’ found to be taken care at moderate extent in both large and small organizations. Rest of the issues (i.e. ‘HR Development’, Organization Structure”, ‘HR Measurement’) there was significant difference in the importance given by large and small organizations.

4. Business Knowledge

1) Only 1 factor (Value proposition knowledge) out of 3 ‘Business knowledge’ issues (i.e. Value chain knowledge, Value proposition knowledge, and Labour knowledge) were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in large organizations. So it was accepted that
respondents from large organizations are most competent in these areas, as these are the most required competencies for their business performance.

2) The entire Business Knowledge (i.e. Value chain knowledge, Value proposition knowledge, labour knowledge) were practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in small organizations. So it was accepted that respondents from small organizations are most competent in these areas, as these are the most required competencies for their business performance.

3. HR Technology

1) The entire factors of HR Technology issue (User of technology to deliver HR services and Strategic HR technology) were found to be practiced or identified to be taken care at a large extent i.e. with equal or more than expected importance given i.e. mostly true in large organizations. So it was accepted that respondents from large organizations are most competent in these areas, as these are the most required competencies for their business performance.

2) The entire factors of HR Technology issue (User of technology to deliver HR services and Strategic HR technology) were found to be practiced with less than expected importance given i.e. somewhat true in small organizations.

HYPOTHESIS RESULT FOR HR COMPETENCIES IN NEWSPAPER INDUSTRY IN PUNE.

The hypothesis “Strategic contribution, Solid knowledge of business, Personal credibility, HR delivery, and HR technology are the most required competencies for HR executives in Newspaper Industry” is accepted. As the respondent’s self-ranking results in these areas rank above to all these areas. So it was accepted that respondents from both the organizations are most competent in these areas which were considered as most required competencies for their effective business performance as per their opinion.
8.2 MAJOR RECOMMENDATIONS AND CONCLUSION

This study was designed on existence of HRD practices in large and small (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) newspaper organizations in Pune only that would limit the generalization of the findings. As well as sincere attempt has also been made to find out the extent to which these HRD variables are existing in the organization. Furthermore it was tried to compare whether these HRD variables does affect according to the size of the organization. However during the study it was discovered that the organizational values affect the organizational performance. So sincere attempt has also been made to find out the extent to which these values are existing in the organization.

The outcomes of the study shows that the newspaper organizations in Pune have scope to improve their HRD practices as it has been witnessed that all HRD issues concerned with Career system, Work system and Development system are already taken care to large as well as some of them to a moderate extent as mentioned earlier in findings. Therefore it is suggested that the HRD executives should give special attention to improve the perceptions of the employees on these abovementioned dimensions. For example: To improve the aspect of ‘Career system’ all the issues under the factor ‘Manpower planning and recruitment’, Potential appraisal and promotions, and Career planning and development requires to be taken special care. In large newspaper organizations as per the findings of this factors all the Manpower planning and recruitment issues except “Manpower plans prepared for 3-5 years” (MPR 4) were identified to be taken care of at a large extent. Also, none of the variables considered for study in this section were found to be taken care up to a small extent, but still there is scope for improvement for the variable (MPR 4). In case of small newspaper organizations if the same aspect ‘Manpower planning and recruitment’ is considered. The variables viz., “Capabilities of employees are utilized well here” (MPR-6), “Selection process is objective and ensures that competent people are recruitment” (MPR-7), “Candidates are given adequate information about the company during recruitment” (MPR-11) and “Candidates are given opportunity to visit the company they are finally selected” (MPR-12) were already found to be taken
care at large extent, whereas, rest of the variables “Manpower requirements of each department/work unit are identified well in advance” (MPR -1), “Manpower planning and business plans are closely linked” (MPR -2), “Retirements and vacancies from a part of manpower planning” (MPR-3), “Manpower plans are prepared for 3-5 years” (MPR-4), “Departments send manpower requirements in advance to the personnel or HR department” (MPR-5), “Valid and standardized tests are used for recruitment” (MPR-8), “Line managers are involved in manpower planning” (MPR-9), and “Line managers are trained on interviewing and other selection techniques” (MPR-10) require immediate attention as the same variables were found to be existing to a lower level in the selected organizations. Furthermore the researcher wish to suggest that the executives may use the findings from this study and try to improve on the variables which have been perceived to be taken care to a small extent and try to develop standards on these variables which have been supposed to be taken care to the large extent. Concluding that, existence of MPR variables does get affected by size of organization.

This study indicates that HR professionals in large newspaper organizations are competent in all the areas of business-related competencies, but still there is scope for improvement for large organizations in the area ‘solid knowledge of businesses’. As compared to large organizations small newspaper organizations are not that much competent in all the areas but still there is no significant difference in the importance given by small organizations in these competency areas. Indeed, HR professionals often lack the knowledge and competencies that would allow them to play a more strategic role in the organization. To overcome the above problem, this research suggests the following actions should be taken by CEOs.

(a) Get HR personnel involved in operations meeting to enable them to more fully understand the operational needs of the company; and

(b) Organization can look in to the matter and can raise budget to upgrade HR personnel competencies, especially in the area of business-related knowledge, such as marketing skills, financial accounting skills, and operations management knowledge.
In case of small organizations ‘HR delivery’, ‘Business Knowledge’ and ‘HR technology’ were found to be practiced with less importance given as compare to large organizations and, still there is scope for improvement on these issues. Organization can look in to the matter and can raise budget to upgrade for HR development, especially in the area of HR delivery and, HR technology. Especially for it is further suggested that, to understand the importance of HR technology and conduct comprehensive research into the possible investment in HR software that will best suit the organization’s needs. All HR professionals must not only be competent in using HR systems but must also be capable of measuring the effectiveness of HR systems and practices.

This research further suggests that HR professionals need to take an initiative. They should not think that they play only a supportive role but that their contribution can impact on an organization’s performance. So the following actions should be taken by all HR professionals;

(a) Volunteer to participate in operations meetings. HR professionals need to be proactive with respect to their involvement in operations matters. This will enable them to understand more fully the operational issues and assist line managers by executing those relevant HR strategies that will improve the efficiency of the operation.

(b) Continue to acquire knowledge of the business, such as the key business disciplines, understanding of the internal and external customers, and knowledge of the competitors, the products, the technology and sources of competitive advantage.

(c) To know about the importance of HR technology and conduct comprehensive research into the possible investment in HR software that will best suit the organization’s needs. All HR professionals must not only be competent in using HR systems but must also be capable of measuring the effectiveness of HR systems and practices.

There are few research studies focus on the strategies that corporations can use to acquire these new competencies. Clearly, identifying the critical competencies is the first step and inculcating them especially among HR professionals needs a significant investment of time and effort. Even though recruiting HR professionals with the required new competencies is always an option, in actual practice it has not been a high priority for many firms or organizations for two reasons. The first one is, because of their corporate
cultures and HR philosophies, some firms or organizations may choose not to accept a fire-and-hire strategy. In its place, they prefer to help existing HR professionals and to retrain for a new set of competencies. Therefore, a various types of competency development programs are offered to come across the needs of existing HR professionals. The Second reason is that, while some organizations may agree with the opinion that the retraining of HR professionals is too costly and thus, the recruitment of those with the requisite competencies is a more useful alternative. These companies often come across the difficulties in recruiting HR professionals with the required competencies. To overcome all these difficulties some organizations are using certain important strategies that can be classified into planning and assessment, communications, performance management, training, and development. These are explained as under.

➢ **Planning and Assessment**
   Various organizations starts their competency development programs with a competency audit. The main object of the audit is: (1) to evaluate the competency level of HR professionals; (2) to find out competency gaps and try to overcome it; and (3) to measure the progress of the competency development program on regular basis. The main object behind this is 360 degree competency assessment of HR professionals. That help professionals receive personal feedback reports to help them in ranking their developmental requirements.

➢ **Communications**
   It is necessary to communicate, the critical competencies and the competency gaps, clearly once the organizations have identified. As well as organizations must aware about their demands and expectations regarding new requisite HR roles and competencies, the availability of resources to support competency development programs, and the consequences of not meeting their expectation/goals ‘a solid competency development program “starts with the necessary demand from seminar management of expecting higher value from the HR department”.'
Performance Management

Organizations can ensure that HR professionals will address their competency development needs at an individual and relevant level, by combining competency development with performance review. While corporation are demanding that HR professionals renovate their competencies through communications and performance management strategies, they are also providing training resources for their staff through such different means as in-house courses, as well as external executive programs.

Now companies are expecting from universities to redesign their HR syllabi to reflect the changing competencies. Thus, universities should work thoroughly with corporation to make sure that their HR graduates are well prepared for a set of competencies that will permit them to succeed in the future. Through proper job assignment, peer learning networks, coaching and mentoring, corporations are making exciting fast learning opportunities for HR professionals. These entire strategies can be powerful tools to enlarge the scope of HR practitioners. Robinson & Wick, in 1992 quotes that “only ten percent of business learning normally occurs through formal training, seventy percent generally takes place through on-the-job development”.

Three kinds of job assignments are now used by the companies to learn on the job. First is the “stretch” assignment in this assignment HR professionals, with their regular responsibilities, work on some special projects which demand critical skills. The second type is, job rotation which requires HR professionals to rotate among different HR roles. Thus for expanding their versatility, the third attempt is, one who is increasingly popular, is to rotate HR professionals between HR and line responsibilities. In this way, these HR professionals can gain business knowledge and can enhance their credibility.

For survival in this competitive world simply possessing good social interaction skills is no longer enough for handling these challenging HR roles and responsibilities. And nor will HR functions that focus on routine HR activities be useful in the decades ahead. They may either be outsourced, automated altogether. Here researcher has suggested some developmental strategies, as this study has identified a wide range of critical HR competencies that corporation can use to link the competency gaps among their HR
professionals. To accept the changes and to make the transformation successful, both HR professionals and HR organizations must be with each other. For HR professionals, the old ways of doing things will not help.

Now a days HR function is facing many complex pressures. Here HR professionals have little choice but to make a commitment to retrain themselves as soon as possible. Or else, their skills and contribution will quickly become outdated. So as mentioned earlier, the demand for professionals with new HR competencies far exceeds the supply. Hence, the earlier they can make a change to attaining the necessary competencies, the better one’s career opportunities will be. HR professionals need to think through the roles for which they want to position themselves. They must utilize, to the fullest, every possible resource and opportunity to expand their skills. Many organizations believe that they need to identify those competencies which they observe as relevant to a particular industry and similar with its unique culture, managerial philosophy, and HR function. Though, this article has noted that, many HR competencies are absolutely generic to companies irrespective of the particular industry.

8.3 FUTURE RESEARCH POSSIBILITIES IN THE AREA OF HRD.

In India, HRD researches having broad coverage include those conducted by Rao (1984a, 1984b); Rao (1981); and Abraham (1989), Singh (2000), Kandula (2001), Jain and Agrawal (2005), Bhatnagar and Sharma (2003). All these studies appear as somewhat rhetorical and the scholars concentrated on presenting the status report and tendencies with special reference to the certain Indian organizations. Such scholars did not pick up the specific HRD issues for the purpose of making in-depth finding of the same. Rao, Abraham, Rao and Abraham, Singh, and Kandula have drawn inferences only on the basis of the opinions of the key HRD functionaries who responded to the relevant questionnaires as representatives of their respective organizations. The review of relevant literature (Chapter IV) indicates that studies in the area of HRD started in eighties and in the meantime a number of researches have been conducted in the USA, in European Countries, as well as in India and also in other countries.
Growing world-wide competitiveness brought the HRD issues to the middle stage and the previous studies in the area of HRD provided a solid base for formulating suitable HRD strategies. Strategic HRD / HRD Climate / HRD Practices these are an emerging area of research for the scholars in Human Resource area. There is no research in the field of HRD in Newspaper. As well as earlier HRD researches are not enough to provide the base to deal with the different HRD issues and challenges posed by the globalized competition.

In southern cases, the research results are based on the opinions of junior and Middle level executives. These observations shows that the findings of such type of studies are not based on opinions of cross-section managers and workers. Such studies included somewhat different dimension process-mechanisms / HRD practice dimension and hence, it was difficult to make comparison between their results for making broad generalizations. Of course, these studies clearly shows the trends towards which our Indian organizations are moving.

Limitations of such studies are in terms of insufficient coverage. A large number of studies of particular Indian organizations are available particularly in edited books. The most of such case studies are based on secondary data and authors’ own experiences rather than based on the opinions of cross-section managers. The most of the Indian studies focused on ‘Managers development’ and ‘workers development’ have been mostly ignored in such studies. Finally, except a very few [e.g., Jain and Agrawal (2005)], HRD Studies with special reference to the particular organizations (e.g. tourism industry) have rarely been conducted particularly in India.

The present study also falls in the special category of Newspaper Industry and hence increases value to the existing literature. Keeping the limitations of the earlier studies as observed in the earlier paragraphs, the following suggestions are given for the consideration of the upcoming researchers:

1) The present study was based on the perceptions of Newspaper organization’s HR executives. Other cadres are not taken in to consideration in the survey. So there is scope for the study which is based on the perceptions of the employees of other cadres.
2) There is need to conduct in depth investigative type of research studies of the specific organizational units in detail. Such studies may cover cross-section perception of HRD practitioners.

3) Cross-country HRD climate surveys and HRD Practices surveys are also needed.

4) There is also need to combine the conceptualizations developed by prior researchers. Whether the common dimensions of HRD system will be possibly appropriate or not. This issue can be considered in future research.

5) Research on conceptualizations, methodology, dimensions of HRD, cross-section of beneficiaries, major findings etc. of prior researches can be taken in to consideration in order to develop better conceptualizations, and methodologies etc.

6) Cause-effect relationship studies taking in to consideration specific variables affecting to the HRD system will also be very useful.

7) There is dearth of such studies at present on the topic measuring impact of specific HRD practices on indicators of organizational effectiveness, so such studies will be helpful in future research work.