

CHAPTER – II

REVIEW OF LITERATURE AND METHODOLOGY

The present chapter made an attempt to review of the existing sfeution on the HRD practices up to 2013. This chapter discusses and describes the concept of HRD. It also visualises the relevance and scope of the study. Finally, an attempt is also made to bring out the need for the study, objective, hypothesis, method of data collection and other methodological aspect of the study.

2.0 INTRODUCTION

According to Good, Baar, Scates “The competent physician must keep abreast of the latest discoveries in the field to medicine – obviously the in case of researcher in the field of management. The research workers and investigator should become familiar with the location and the use of sources of relevant information.

2.1 HRD PRACTICES

There has been plethora of studies carried out by research scholars and academicians on HRD practices seems to be limited. It must, however, be stated that some research work has been carried out in this area in India. But these studies have been combined to domain of HRD practices. While different viewpoints can be found on the application of HRD practices in different organization, a comprehensive and integrated research has not been undertaken taking into consideration. The important domain of HRD practices. An attempt has been made in this chapter to review the major available literature related to the current topic has been reviewed as under.

Devaraju K(1993)¹ in his study pointed out that the personal and industrial relations department is being replaced by HRD department. Efforts are being made in industries to develop employee competencies through HRD mechanism such as training performance appraisal, counseling, job rotation, organization and career development etc.

G.S.Laxmi Prasad(1995)² opined that all over the world, organizations whether small or big are working to become transnational. But as far as Indian

industries are concerned, the activities have to gear up. Indian industries have thus started falling in line because of the thrust in the global market. He further stated that HRD should aim at the grass root level and bring people from top to bottom within its cultural ambit for richer corporate dividends.

He suggested few tips for developing HRD activities for workmen; progress by change, workers role, multi-skilled activities, job enlargement, worker culture etc.

G.R. Krishna(1995)³ discusses the relationship between Human Resource Development and Human Development. Some hold that they are synonyms in connotation. For them HRD is part and parcel of HD. These people also think that human development cannot be perceived without the HRD as main factor. Other theoreticians argue that human development is an end while HRD is a means. Though both these have integral relationship, they cannot be the same or equated with one another. If HRD implies the development of Human beings (resources) by performance skills and capabilities, it has chiefly an economic connotation in nature, while human development is overall and total development of human beings (not as mere resources of production). Thus human development is a comprehensive concept embracing economic, intellectual, social and cultural development of human beings while HRD is a part of it. Human development thrives on HRD.

Human Development Report(1990)⁴ (HDR), the United Nations Development Programme eloquently spells out that the link between economic growth and human progress is not automatic. Human Development report (HDR) defines human development as the process of enlarging people's choices which in turn consists of two aspects - formation of human capabilities and the use for which people put these capabilities in their work and living so as to enrich their whole life.

World Development Report (1991)⁵ (WDR) by the World Bank argues that the state and market interaction is essential for overall development of a country. According to WDR, investment in Human Resources is the only way for "Human Development". Of course, the report suggests the creation of environment conducive to the company activity, international economic integration under stable macro-economic basis as the salient measures for the development.

Human Development Report(1993)⁶ (HDR) commenting vividly on the crux of the subject says “Working People (Human resources) need to be seen as creators of development rather than as one of its residuals, employment should be seen as a deliberate process of empowerment rather than as a mere by-product of production.” Human resources must be treated as something unique, precious and creative and totally different in many ways from other resources of production and wealth. Robot may become much more cost-effective than the human resources (labour). They say, be more efficient and precise in work, needing no holidays and incentives. They may not create any strike or industrial unrest by putting forward irrational demands as human beings (human resources) do. But still, employment as the means of empowerment is the first step and the only step for human resources development. It is true that human resources need motivation to work, training for the improvement of the Skills, induction to orient than to the organisations, performance appraisal to develop them and counselling exercises to stimulate and inspire them, and to sustain their interest in the work. With all these limitations, still they are infinitely better creative resources than the robots, machines and automates.

S.R. Srinivasan(1995)⁷ in his study stresses that, “being assertive is essential and advantageous”. In fact it brings in many benefits to the individual and the organisation. He further states that assertiveness in work situations enhances performance of the organization.

Shivakumar A.B.(1996)⁸ discusses in his study that, human resource development (HRD) has been quite well institutionalised in the Indian corporate sector. There are still many doubts about its real meaning and scope in practice. As a consequence HRD initiatives tend to fall into an “activity trap” and in the main lack focus. The real objective of introducing HRD - as a means to an end and not as an end in itself - is lost, since the spirit of the concept is not evident.

What is evident is zeal and enthusiasm of handful of HRD executives to talk big and add a professional tag to their attempts to introduce certain sub-systems of HRD like performance appraisal and career planning.

Chandran Pillai(1995)⁹ observes that people development has been neglected in the past by most of the ‘command’ organisations where reliance was placed on the authority of managers to get things done. In contrast, the trend today is, an empowered organisation aims at improving the competencies of people, their growth and development, effectiveness in terms of higher productivity and better competitiveness.

Dr. T.V. Rao(1993)¹⁰ has rightly observed “learning builds capabilities of individuals and organisations.” Learning is essential for growth, both of individuals and organisations. Without it there will only be stagnation. As he feels, learning is faster if it is enjoyable and be accompanied by satisfactory state of affairs. According to him OCTAPAC culture (Openness, Collaboration, Trust, Authenticity, Proactive, Autonomy and Confrontation) facilitates learning in organisations.

Peter Drucker(1994)¹¹ opined that every organisation must be able to adapt itself to emerging changes on the one hand and accommodate the environmental changes into its own structure on the other. Robert Baron(1983)¹² has strongly emphasized that behaviour modification is a useful technique. As far as a human resource development manager is concerned, behaviour modification methods are useful for improving the behaviour and performance of individuals in the organisation. He further states that this primarily stimulates the development process in the individual himself, and then helps the organisation to accomplish the common objectives and goals, since it helps inculcating an organisational commitment in the minds of organisation’s own people.

T.V. Rao(1986)¹³ opines that the sub-system in HRD should comprise performance appraisal, potential appraisal and development, feed back and performance coaching, career planning, training, organisation development, rewards, employees welfare and the quality of work life and human resource information system.

Dr. Udai Pareek(1981)¹⁴ a pioneer in the subject HRD philosophy in India makes a reference only to the performance appraisal, potential appraisal, feed back and counselling, career development and career planning and training under HRD.

According to his reward system and employees' welfare schemes are the hygienic factors.

Dr. Lallen Prasad(1984)¹⁵ in his study on Management of Public Enterprises states that manpower planning, rejection of new blood, promotion scheme, job rotation, job enrichment and job re-design as a part of HRD. D. L. Silveria(1987)¹⁶, a management consultant accepting the components given by T.V.Rao adds more to the list. These are manpower planning and consultation at work.

National Productivity Council(1979)¹⁷ Report (NPC) highlighted the effective use of materials, money, machines and human resources for achieving a higher level of productivity in industry. Whereas other results have limitations, the human resource has unlimited potential. Moreover that is the only activating resource, others being passive. Therefore to raise productivity, improvement in the quality of the human resource, through training inputs is of vital importance.

A seminar(1985)¹⁸ was organised to ascertain organisational practices on performance appraisal, career planning and management development and to develop operational guidelines for evolving an integrated system. The seminar reached the following conclusions.

- a) Performance appraisal systems should be result-oriented and the organisations should move away from the present practice of assessing performance through personality traits;
- b) Precise job descriptions for all the jobs that are to be covered by the appraisal system;
- c) Key performance areas and performance objectives need to be worked out jointly by the appraiser and the appraisee to eliminate subjectivity in the appraisal system;
- d) Appraisal system must be: so 'devised to indicate the training and development needs of employees at various levels in the organisation; and
- e) Career plans should be made known to the concerned employees.

G. K. Suri & Krishna(1981)¹⁹ made strong recommendations in respect of private and public sector organisations.

Some of the major conclusion areas are as follows:

- a) awareness and commitment of the system of career planning and management succession on the part of top management would be needed;
- b) prepare a corporate plan including growth diversification of the man power inventory of the organisation;
- c) Examining the resources available from the organisation and determining the succession plans to meet the future requirements in the light of management policy for requirement from within/without; and
- d) Determination in individual cases of management development assistance which, among other things, may consist of outside exposure at training institutions and job enrichment and job enlargement.

Snowfield & Peiper(1988)²⁰ discuss the links between staffing systems and strategic orientation. If compensation system reward short term results, then staffing system are likely to focus on attracting and selecting employees who currently possess requisite skills and need no training. Bartel(1994)²¹ established a link between the adoption of training programmes and productivity growth. Borman(1991)²² opined that the use of performance appraisal and linking such appraisals and compensation have also been consistently connected with the increased firm profitability. Dalton & Todor(1979)²³ established the fact in their research that the jobs in organisations with commitment systems often require high training and skill levels. They further suggested a strong relationship between organisational tenure and performance.

Diencky & Cool(1989)²⁴ argued that “time compression diseconomies” might offer advantages to those with a head start in building up valuable resources. Hence accumulated benefits of training and internal promotion act to preserve heterogeneity and prevent competitive erosion thus allowing some firms to follow practices that give them unusual productivity without instantly diffusing to all competitive firms. Gomez & Welbarne(1991)²⁵ analyse that collectivist entities lay a lower emphasis on individual performance and individual rewards. Appraisal may have a greater role to play when rewards and punishments (e.g. Pay – Promotion & termination) are related to performance appraisal. Bretz, Milkovich & Read(1992)²⁶ Cox(1991)²⁷ suggest, based on their research work, that companies should use Peer appraisals to evaluate individual performance on a team task, reward team members equally based on team

performance and develop HRM system that promote co-operative behavior. Oberg.W(1972)²⁸ opined that Indian companies use performance appraisal as a tool to assess the needs for Training and development, determining wages, and effecting promotions and transfers.

Dayal(1976)²⁹ stressed that, the Indian social environment lays more emphasis on the concepts of self-loyalty and regard for authority. Hence cultural factors have to be taken into account while developing an appraisal system.

Verma (1991)³⁰ in his study points out that many organizations have introduced self appraisals, exercises in target-setting and identifying key result areas, and the even number point rating system as against the odd number system, Peer appraisal etc., However, many of them have not yielded the intended results because of half baked procedures and system weakness.

T. V. Rao(1984)³¹ on the basis of survey indicated, that there are more similarities than differences in the way the HRD function is being performed both public and private sector organisations. S. R. Srinivasan (1995)³² & (1995)³³ opined that it is dangerous to let knowledge workers lose faith in the Performance Appraisal System. Management should have also ensured to evaluate the performance accurately without any subjectivity and bias, or else the workers will loose faith in the performance appraisal system of the company. This is a dangerous trend and disastrous to the company's progress.

Karunakaran (1996)³⁴ in his study points out that the avoidance of responsibility, lack of ambition, emphasis on security are generally consequences of low work force involvement. It is up to the senior managers to assess the causes of subordinates' mediocre working habits and provide the necessary help through counselling and training which will ensure the proper conditions for bringing out the best performance on the job.

Nataraj M (1996)³⁵ concludes in his study stating that counselling is a planned systematic intervention in the life of an individual who is capable of choosing the goal and the directions of his own development. Counselling therefore, aims at maximising

human freedom by increasing one's long-term control over his environment and responses, which are evoked by it.

N. Srinivasan (1996)³⁶ stresses in his study that evaluation is to be planned as an integral part of training and not as an appendage, which is made use of selectively. The evaluation process should be open and participative. A. V. Srinivasan's (1977)³⁷ study (based on a sample of trainers trainees, programme organisers and sponsors) indicated that in future the man management, corporate planning and marketing management and sales promotion would be the potential areas of training.

John Johnston (1999)³⁸ focuses on the new role of HRD Department. He has debated extensively and has pin pointed three areas of agreement such as:

- i) HRD should become a strategic partner in company operations;
- ii) Lead and facilitate change in the organisation; and
- iii) Develop employee potential and create competitive advantage in the market place. He further states that. To make this change happen, the company should concentrate on training and development along with performance management.

Longnecker, Stansfield & Dwyer (1999)³⁹ in their study endorse that, to enhance work force, performance and flexibility they are to be equipped with proper skill, knowledge, and ability they need to perform their jobs effectively and safely by continuous training / cross training practices.

Uday Pareek and T.V. Rao (1981)⁴⁰ pointed out that successful organizations pay adequate, attention to their human resource development functions. For the full benefit of HRD to be experienced, it must be introduced as a total system within the organization, if implemented properly, integrated HRD System can contribute significantly to positive cultural changes, increased productivity and excellence in organizations.

T.V.Rao and E.Abraaham S.J. (1985)⁴¹ observed that a) HRD climate in 41 organisations surveyed appeared to be at average level i.e. 54%. The most important factor contributing to these seems to be a general indifference on part of employees to

their own development through making efforts to recognize their strengths and weaknesses. The top management in most organizations does not seem to go out of their way to improve quality of work life. The other impediments seems to be the lack of support to employees returning from training programmes to implement what they have learnt in training period.

M.Srimannarayana(2005)⁴² observed in his survey on HRD climate at small trading units in Dubai one of the seven Shrikhtams that make up United Arab Emirates (U.A.E) that training and performance appraisal appeared to be more mature practices rather than career planning, rewards and welfare. Units selling electronic goods could provide better HRD climate rather than others. On the whole average HRD was prevalent in small trading units as they focused more on business rather than people.

T.Ramesh and I.Sanjay Kumar (2005)⁴³ observed in their study that keeping the organization healthy and viable in today's world is a daunting task. Thus leveraging human capital becomes a vital force for the survival of the company. Traditional HR function has undergone many more changes. Instead of maintaining and keeping records, maintenance of discipline, it has brought manifold changes like organizational development, study of human resource behavior developing interpersonal communication, skill development and Human Resource Development in their agenda.

Biswajeet Pattanayak (2001)⁴⁴ observed that one of the most important task for organizations which are interested in the reorientation approach to HRM and HRD is to develop an organizational philosophy in the area of human resource. An organizational philosophy regarding HRM is an important link for the employees and the organization .A meaningfully coordinated HRM within broad framework of an accepted philosophy will certainly bring about greater employee satisfaction and organizational effectiveness. This will demonstrate that HRD is an effective intervention.

M.V. Kulkarni (2000)⁴⁵ in his study on HRD in University system conducted by selecting 100 teachers of Jammu University consisting of 45 lecturers, 35 readers

and 20 professors found that they do not get much incentive for their academic growth from the existing system i.e. to a great extent they pursue self development oriented research activities on the basis of their own perception and priority. He suggested bringing needed changes in existing system to evolve a culture of development of human resources.

Ram Kumar Mishra (2003)⁴⁶ in his study on HRD in Public Enterprises covering eight (8) State Enterprises of Punjab Government found that public sector would require the greatest attention being paid to the Development of Human Resources in all their aspects. Some of the strategies adopted for this have been examined. It was realized that this is a task which will require not only constant attention but also innovation and initiative in many ways. Existing personnel policies in these areas will have to be reviewed.

C.R.Reddy (2003)⁴⁷ states that competition and changing consumers expectations is forcing the banking management to have a relook at their HRD strategy. External factors such as Government, Unions and industry level agencies like RBI, Indian Banks Association, etc., had been primarily promoting banks to initiate measures to cope up with the change and challenges with reference to the diversity in banking .The banks response were: a) SBI and Canara Bank introduced fast track channels of promotion for employees (b) the system of recruitment and retainment of socially underprivileged persons and women have been fine tuned so as to balance their career growth without causing undue problems for other employees.

B.S.Bhatia and G.S.Batra (2000)⁴⁸ felt that Human Resource Development (HRD) is of great significance as it implies identification of training needs of the man power from time to time and training action towards all round development of the human resources with a view to help the enterprise to achieve its predetermined goals on the basis of efficient working of its trained and motivate man power.

Richard J.Torraco, Richard, A Swanson(1995)⁴⁹ in his article on "strategic roles of HRD" felt that HRD not only support the business strategies of organisation but that it assume a pivotal role in shaping of business strategy. As a primary means of sustaining, an organization competitive edge, HRD serves a strategic role by

assuring the competence of employees to meet the organization's present performance demands, Both strategy supporting and strategy shaping roles of HRD have distinctive features that are evident in business practices of successful companies.

H.L.Kaila and S.Ravishankar (2003)⁵⁰ found in their research that there are two dimensions of HRD in banks (a) The employees who need to be continuously developed in terms of their knowledge, skills and attitudes to actualize their potential for individual and organizational development. (b) The customer who develop through the inputs of banking system. Thus the focus of HRD in banks has to be an “employees” as well as “customer”. Efforts in HRD in banks has been on initiating a new appraisal system and handling training function.

S.S.Kulkarni (1987)⁵¹ in his article “Emerging Banking Scenario and HRD in Banks” expressed that HRD plays a vital role in banks in this dynamic scenario as banking is moving from money exchange to information selling Banks recruitment programs have to be diversified and selection strategies will have to be appropriately different than that of selecting persons in the general stream. Appraisal system have to be systematized by setting objectives by mutual agreement. It is too considered as a tool for development and not a tool for ranking only at the time of promotion.

P.Subba Rao (2002)⁵² opines that HRD assumes significance in view of the fast changing organizational environment and need of the organisation to adopt new techniques to respond to the environmental changes. The changing factors include -unprecedented increase in competition within and outside the country trends towards market economy are most prevalent in most of the countries including the erst while communist countries.

Mr. Logan, Patricia. A (1989)⁵³ in their article "Models for HRD practice" said that methods to address the development of individuals and organisations should always start with assessment of needs, programme design, development and evaluation training and development organization development-(OD) including change management, team building learning organisations, management development, QWL, MRO, job enrichment etc., career development, organisation research and program evaluation to help of HRD progression. The Government of India has

announced a nine members task force on HRD in the Information Technology sectors with the Dr, Murari Manohar Joshi, Union Minister of HRD and science and Technology as its chairman. The decision to constitute such a force would prepare a long term strategy for increasing the number as well as trained IT professionals. The task force will submit its final report⁵⁴.

Abraham (1989)⁵⁵ surveyed the HRD practices of 68 Indian organisations to indicate that HRD culture is a powerful intervening variable in translating HRD policies into profit. He found that existence of HRD climate and culture and its supportiveness forms the basis of effectiveness of HRD practices.

Alan Clardy (2003)⁵⁶ in his article 'The legal framework of HRD' specified that the legal framework governing human resource development in organizations can be as important as other HR laws, but it is seldom fully reviewed. Government has to identify the domains of HRD for which laws and regulations can apply. Legal mandates for training particularly in the areas of drugs, safety and for certain occupational training is to be considered. Intellectual property law, ethics are related to practice of HRD.

M.B.Puranik (1997)⁵⁷ in his article 'Human Resource Development in Research and Development organizations concluded that the very first approach to human resource development in R&D organization should be to develop an organizational culture to promote team work, positive inter personal relations, communication at all levels and collaboration among all employees. The first step in bringing the above mentioned culture is to carry out the diagnosis of the health of the organizations by HRD experts and behavioral scientists.

Carter Mc Namara (2006)⁵⁸ in his article on Human Resource management noted that some people distinguish a difference between HRM (a major management activity) and HRD (a profession) and they include HRM in HRD, explaining that HRD includes the broader range and activities to develop personnel inside of organisations including e.g. career development, T&D, OD etc Both HRM and HRD profession have undergone tremendous change over past 20 to 30 years.

P.S.Sidhu (2000)⁵⁹ observed in his survey on 'HRD in commercial banks' found that the new technology in its way has thrown open certain issues; the management of which is imperative for the effective management of the changed environment. Thus even banks concentrated on HRD system, consequently systematic changes were introduced in many banks as a result banks functioning and employees who had got used to the traditional patterns of working are finding emerging new challenges in their work front.

Charan jit Chanana (2005)⁶⁰ in his article "Building a new India" wrote that while building an ideal growth model to accelerate new economic reforms for the future, the most important chapter must be devoted to Human Resource Development and its optimum utilization. For HRM is an essential growth input required for a developing economy like India. China has already set an example. The human development Index in China raise from 250 in 1960 to 625 in 1994, while in India it rose from 210 in 1960 to 425 to 1994.

Jia Wang and Greg G Wang (2006)⁶¹ in their article Exploring National HRD: a case of China management development in a translating context wrote that their study identified 3 critical challenges facing Chinese Manager and China Management development in the complete challenging interaction of the broader social economic and institutional context. Analysis revealed that although much effort was made at multiple levels for developing managers, China approach to HRD tended to be fragmented and lacked coherence.

Kawaljeet Singh (2000)⁶² observed that in order to build up organizational strength and improve organizational climate of corporate enterprises, a well coordinated and Integra approach is necessary for designing and implementing training programmes for developing human resources. The top management, policy makers, and training personnel, all these have to come together to find Solutions to problems of training and HRD if corporate enterprises are to contribute to socio economic transformation of the country.

John Ingalls (1992)⁶³ observed the necessity for the emergence of HRD thus: "the 1980s will be the decade in which personnel as it has traditionally been known

may cease to exist" He outlined the problems faced by traditional personnel function thus (a) not being respected by members of management (b) It has no unique technology to drive it forward (c) It doesn't know how to appeal to new workers values. Hence the new concept which can solve the above problem is HRD. It enables employees to sharpen their capabilities and serve the organisation in productive manner.

A.Ravi chand an (2006)⁶⁴ in his article "HR climate in self financing institutions" specified that his survey on HR climate in private sector educational institutions revealed that the private initiatives normally restricted to the market oriented courses. They are not much concerned with employing and retaining good faculty members that is the backbone of any institute. In order to attract talent to the teaching profession; and to provide its best to students and scholars, a connected effort on the part of universities, Apex bodies of higher education is to know the significance of HRD and it is utmost necessary to put in place a formal mechanism for monitoring the internal environment of self financing institutions.

V.K.Gupta (2000)⁶⁵ in his research about HRD and training in a corporate enterprise i.e. Bharat Electronics, Panchakula observed that the pace of change, the complexities at work place and several people related issues have made organisations seek timely innovative, practical, and creative solutions. This has placed a demand for specialized competences and value added services from HR professionals. The HR professional need to be more customer and market oriented and he should be establish a direct credibility in winning the top management support and integrate HR function with organization strategies. This necessitates the establishment of HRD department in all organizations.

Dr. Ajay Singh (2006)⁶⁶ in his article 'Retaining Gold-Collar Employees' felt that with the advent of the information revolution knowledge has become the means to sustain competitive advantages and knowledge employees by this virtue, the main stream resource. This gold collar category of employees with their high level of expertise aspirations are throwing greater challenges for knowledge organisations to adopt innovative people (HRD) management approach.

Kondayya Rao, K.V.N.R.N.S (2005)⁶⁷ in his research dissertation felt that managerial personnel has to play vital role in implementation of HRD system in any organisation. In case of APSRTC it revealed that only few managerial personnel identifies the significance of HRD and really contribute for implementation and effectiveness of HRD system, Top management is not paying sufficient interest in training these employees towards this end,

H.Hemanth Rao (2005)⁶⁸ in his article "strategizing for excellence", The case of Indian Oil Corporation" wrote that given the nature of the industry which call for equal emphasis on production efficiencies as well as front end services, Indian oil Corporation's HRD initiatives have centered at strengthening the learning and customers orientation at all levels as also rationalizing of man power deployed across the organisations to prepare executives to function effectively in a cross functional and multi unit environment in the deregulated scenario.

B.Dharma (2005)⁶⁹ 30 in his thesis" Man power planning for APSRTC' -study of Ranga Reddy District and Hyderabad Region" found that APSRTC being a giant public sector organisation consisting of huge number of employees is not only planning for manpower but it is also planning for their development as apart of planning process which will enhance existing manpower inventory. Thus APSRTC is working thoroughly on both HRP and HRD.

Madhavi Mehta (2005)⁷⁰ in her article on "value orientation of HRD professionals in India" wrote that just as values are like beacons for individual, so they are for a profession, especially for HRD a value based management. This study identified 11 value orientations with ethico moral, Customer and Quality orientations being the three top ranking value orientations of HRD professionals. The study concluded that though professionals still value strongly the humanistic values, business oriented values seem to have taken priority over the same.

T,T,Ram Mohan (2006)⁷¹ in his article "India Inc must rethink HRD" wrote that most of India's leading companies and business groups have long stopped visiting the top IIMs- they cannot compete for talent with foreign consulting firms and investment banks. This indicates that India Inc. has to gain by embracing positive

elements accessing a wider pool of talent, ushering in greater diversity. Thus it is the time to rethink HRD policies in ways that unleash dynamism, creativity.

N.L.Mirchandani (2005)⁷² in his article 'Future concerns of HRD' wrote that Indian Industry today is facing one of the biggest challenges i.e. human challenge. This had led to the emergence of HRD in our country. The study revealed that future concerns are (a) linking business strategy and HR processes (b) Equal need for HR specialist to understand key elements of business and full participation in Strategy building process. (c) Evaluation of the impact of HRD on organizational bottom line.

G.V.Rao (2006)⁷³ in his article 'overview of HRD practices in non-life industry. The Road Ahead" discussed about importance of HRD in insurance sector. He views that HRD plays vital role in service sector especially insurance sector where gaining Public confidence is quite essential. In this context human relations are kept connected with the direction and success of the organisation. Effective communication provides a frame work of realistic internal relation.

Anukool. M.Hyde and Sanjyot Pethe (2005)⁷⁴ in their article "Impact of HRD climate on employment and organisation citizenship behavior" felt that there is direct relationship between the concept of employees involvement and employees empowerment, organizational growth and development. Their study attempts to explore the impact and relationship between HRD climate, empowerment and organizational citizenship behaviour in private and government organisations.

Srinivas Kandula (2005)⁷⁵ in his article "HRD in competitive business environment-realities" felt that HRD is one of the disciplines in the field of floor humanities that has growth by leaps and bounds both in academics and in practice during last two decades. His study tries to understand how HRD strategy, systems and processes are built and how they are different at the shop.

Narasimha Rao (2004)⁷⁶ in his article "Innovations in HRD" wrote that innovation is instrumental for all round progress of an organization. It embraces invention and reinvention in all spheres of life. Through innovation survival and dynamic continuity can be assured with high creativity Thus innovations are to be

brought even in the area of HRD by introducing innovative techniques, strategies, policies etc.

Sumali Reddy (2004)⁷⁷ in the article "Training and development trends and experiences expressed that it is the time for HRD professionals to play a more strategic role to prepare employers for unpredictable changes in highly, competitive business environment. Present article highlights about important trends that will have a significant impact on learning, training and performance improvement. These trends include (a) changes in the focus of traditional training function (b) need for trainers to become faster and more responsive to the needs of learners (c) Helping learners to re-equip themselves with new competencies.

P.V.L.Raju (2005)⁷⁸ in his article "profits through people", wrote that the key challenge in the knowledge based economy is to create business strategies that are capable of ensuring long term value. 'People are our number one asset' might sound clinched, but they truly are the life blood of business organisation. The one consistent underline principle behind the success of many of today's organisation is the competence and commitment of work force. The key to managing people in ways that lead to profits, productivity, organizational learning ultimately lies with how management think about organisation and people, how effectively HRD system is implemented in the organisation.

P,Jyothi (2004)⁷⁹ in her article, "practices or HR function in small scale organizations" wrote that despite government policies encouraging the involvement of small and medium sized enterprises in the development of both an enterprising and a learning society, there is a substantial body of evidence to suggest that SMEs do not have the HRD expertise, infrastructure and resources which large organisations frequently enjoy. In her study she could find that many SMEs of pharmacy sector are unable to utilise HRD to its full extent.

Srimannarayana, M. (2008)⁸⁰ in his article, "Human Resource Development Climate in India" stated that moderate HRD climate prevails Indian Organizations. He also pointed out that manufacturing sector provides better HRD climate than service and IT sectors. He Concluded the study with a note that overall HRD climate in India has improved marginally.

Chien-Chitseng, Gray N. McLean, (2008)⁸¹ Organizations that lean and develop their Strategic HRD practices have more opportunities to obtain and integrate the nine HRD outcomes in the learning process: organizational mission and goals, top management leadership, environmental scanning, HRD strategies and plans, strategic partnerships with line management, strategic partnerships with HRM, trainers as organizational change consultants, influence corporate culture, and emphasis on individual productivity and participation.

Pareek, Udai; Rao, T.V, (2008)⁸² this is an account of the growth and development of HRD function in India. What started in the mind-1970s as a conceptualization of an integrated HRD system to change the performance appraisal systems in a large engineering company, resulted in the establishment of HRD departments in many firms. Further dissemination and perseverance resulted in the establishment of a centre for HRD, and subsequently the birth of a professional body and, later, an academic institution. The authors describe the growth in eight stages and conclude the path for future is in moving towards national HR policies and other social sectors.

Dennyson F. Pereira (2009)⁸³ in his article, "Human Resource Development in Larsen and Toubro Limited" stated that L&T is the first company to introduce integrated Human Resource Development system. He felt that L&T's success is due to the positive attitudes and dedicated efforts of its employees.

Solkhe and Chaudhary (2010)⁸⁴ Conducted empirical investigation Based on responses from 71 junior and middle level executives from various departments of a public sector undertaking, they find out the existence of good HRD. According to the findings, the managers in general showed a favourable attitude towards HRD Policies and practices of the organisation. They were satisfied with the developmental policies of the top management.

Vijila Kennedy (2007)⁸⁵ in his article "DO HRD Practices differ among the categories of Indian commercial banks" stated that differences in HRD practices among the categories of banks. He concluded the study with a note that discussion on the implications for the banking sector on implementing appropriate HRD practices.

Stewart (2010) This is slightly misleading as governments are in large part funded by taxes paid by employers and individuals and so those two always pay. But, the point of the government paying is that it removes the choice of investing in skills, or not, from employers and individuals⁸⁶. The UK has over the last hundred years or so tried many variations in levels of government funding. Many policy interventions have either required or encouraged employers and or individuals to invest by spending more on HRD activities.

Moran (2011) examined trainee practitioners' perceptions of research training and the ways in which training might be developed to facilitate management of human resources. An important issue in designing diversity training programs is deciding who should conduct the training because the demographics of trainer may affect perceived training effectiveness (Lieberman, Block and Koch, 2011)⁸⁷.

Soomro et al. (2011) In this study, it has been found that HRM practices (training, selection, career planning, employee participation, performance appraisal) were correlated positively with the employee performance. Further respondents gave highest importance to performance appraisal and then to compensation among individuals HRM practices.

Stewart and Rigg(2011). Stewart(1998:9) suggested that, the practice of HRD is constituted by the deliberate, purposive and active interventions in the natural learning process. Such interventions can take many forms, most capable of categorizing as education or training or development. Lee argues that true development is fostered by helping individuals to help themselves. A significant influence on the performative view of HRD has been the theorizing around human resource management (HRM).

Lawless et al (2011) HRD can usefully be conceptualized as a social and discursive construction, where HRD has been talked into being and is accomplished through talk (Sambrook 2000). Opening up discursive space and shifts to evaluation⁸⁸ (Anderson 2011).

Manning (2012) Identified various academic, professional and competence based programmes in HRD. The UFHRD has played a major role in establishing HRD as an academic subject and in shaping education of professional practitioners up to and including the present. This has been achieved by fostering and supporting research projects on HRD Practice and associated outputs, organizing national and international seminars and conferences and a recent return to a focus on curriculum design and learning and teaching in HRD qualification programmes⁸⁹.

Lee (2012) Argues that true development is fostered by helping individuals to help themselves. A significant influence on the performative view of HRD has been the theorizing around human resource management (HRM)⁹⁰ many authors, (guest 1989, storey 1992, rainbird 1994) acknowledged the connection between HRM and HRD, and much early and still influential theorizing of HRM focused on the contribution of HRM practices to organizational performance (sisson 1989, Storey 1992). This performance based connection can be seen in work by, for example, lee, who stated, if HRD is to be legitimized as an academic discipline or as an important aspect of practice, then further attention needs to be paid to the conceptual base from which we work, (1997:98), and that of Fredericks and stewart (1996) who argued that HRD provides the ideal notion of a strategy-led and business-oriented approach to training and development.

METHODOLOGY

2.2 Conceptualization of HRD

Human Resources play not only significant but also a crucial role in building and developing an organization. It is often opined that, “the difference between two organizations in terms of competencies is due to difference in the capabilities of their “HUMAN RESOURCES”. According to the Concise Oxford Dictionary, “Resource” means, supplying what is needed; the stock that can be drawn on; available assets, which a person or country can use. A resource can be termed as an asset, available money or property. A resource can be a spare part, financial result, real estate or any other machinery.

J.T.Hoey is of the opinion that “a resource can be mobilized or immobilised”. A resource has no life - a distinct between a human and non-living. A resource can be tampered with, tempered or developed⁹¹. A resource can be managed. This would mean it is a “Source”, which creates “resources”. This source should itself be-5 developed as a resource so that the resources multiply. This process is an art. But management of human resource *‘per se’* is more complicated than management of other resources, “the term human resource refers to the knowledge, skills, creative abilities, talents, aptitude, values and beliefs of the work force of an organization”.

In recent times many new approaches to the study of human element in organizations have emerged. People are viewed as the most valuable resources of an organisation⁹². A number of inferences have been drawn based on research studies regarding the ways of treating people and motivating them for better performance. Further for the organizational development the researchers have emphasized the role of leadership, the investment in training and the inter-personal relationships etc.

These inferences linked with dances in the behavioral sciences that have enlarged the traditional concept of personal administration and management and have given birth to what is now termed as “Human Resource Management”.

Human resource development (HRD) has gained increasing attention in the last decade. Its importance is increasingly being felt. Coping with changes in the

environment, rising expectations of employees, new developments in technology and management systems have necessitated increased emphasis on HRD⁹³. It is mainly concerned with developing the skill, knowledge and competencies of people and it is a 'people oriented concept'. "The philosophical value concept developed by Prof. Udai Pareek, that human resource plays a significant role for the success of an organisation⁹⁴". No organization can assume to achieve their business goals by neglecting the human resources. The human resource is the sum total of those factors that people bring into the organization, such as experience, training competence cultural ethos and attitude. These collectively constitute the human development in an organization. The human resource development is an essential determinant of an organizational development. Human development responds to organizational climate, training and motivation. The people working in an organization are valuable resources and hence their talents have to be developed and utilized for the achievement of organizational goals.

HR, in the organizational context, may be defined as "a process in which the employees of an organization are continuously helped in a planned way to:

- a) acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future roles;
- b) develop their enabling capabilities so that they are able to discover and exploit their own inner potential for their own and/or organisational development purposes; and
- c) develop an organisational culture where superior-subordinate relationships, team work and collaborations among different sub-units are strong and contribute to the organisational health, dynamism and pride of employees⁹⁵.

2.3 Concept of HRD

To appreciate the importance of HRD, it is necessary to understand the HRD concept because it is multidimensional. It has been defined by economists, social scientists, industrialists, managers and several academicians in different ways suiting to their conveniences. In a broad sense HRD is the process of increasing knowledge, ability and capacities of all the people in a given society. In the national context, it is a process by which the people in various groups are helped to acquire new competence continuously so as to make them more and more self reliant and simultaneously

develop a sense of pride in their country⁹⁶. In economic terms, it means accumulation of human capital and its effective utilization for development of economy. In political terms, it prepares people for active participation in the political process. From the social and cultural point of view "it is enrichment of life through the development of human resource⁹⁷".

As far as industrial organization is concerned Human Resource Development is three pronged, focusing on: -

- a) "People" - the human aspect where people are seen as having skills, having potential and the ability to grow, change and develop;
- b) The "Resource" aspect where individuals are considered resources rather than problems; and
- c) The "Development" aspect where there is an emphasis on the discovery and nurturing of their potentials.

In this context M.N.Khan rightly remarks "HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business understanding⁹⁸."

Professor C.S.Shankar observed "HRD is a development oriented planning effort in the personnel area which is basically concerned with the development of human resources in the organisation for improving the existing capabilities and acquiring new capabilities for achievement of the corporate and individual goals⁹⁹".

Dr. Len Nadler observed, "HRD means an organised learning experience within a period of time with an objective of producing the possibility of performance change."¹⁰⁰

In the same way Carrol, Paire and I Iranievich opine that "HRD 'is an effective way to meet several challenges and changes faced by most of the organisations¹⁰¹".

According to John.E Jones "HRD is an approach to the systematic expansion of people's work-related abilities, focussed on the attainment of both organisational and personal goals¹⁰²".

Dr. Nadler, Carrol and Jones have used the term, HRD mainly to refer to 'Training' and 'Development'. According to them, training is focussed on the present and the future jobs whereas education and development is concerned with providing learning experiences to employees so that they may be ready to move to new directions and dimensions that the organisational change requires. The concepts of these thinkers are practical and pragmatic. HRD plays a vital role in meeting the challenging requirements of highly skilled and competent human resources. HRD is newly adopted and being seen as a very popular approach in the modern industrial world. It is expected to play a very important role in the corporate strategic planning. It is a continuous learning process and not merely a set of mechanism or techniques. In the words of Pammath "HRD is not engineering process having set of mechanism, but is a concept having meaningful approach to acquire a skilled and stimulated work force¹⁰³." Further, it is a co-operative massive effort in the organisation. The HRD department may play a major role in the development of employees. For this, the co-operation of other departments becomes essentially imperative. Prof. Udai Pareek and T.V. Rao¹⁰⁴ have identified four basic agents or partners of development such as –

- Employees or Individuals;
- Supervisor or Immediate boss of the employee;
- HRD Department; and
- Organisation, as a whole.

Indeed the development of these four components contributes the core of HRD. Different organisations operate under different constraints such as environment, technology, competition, resources, management policies etc. It is established through research that despite these conclusions an organisation that has better Human Resource Policy is likely to be more effective than others¹⁰⁵.

P.L.Rao rightly observes that HRD is a strategy to transform human resource inputs into outputs. The inputs are the people, the individuals, groups and the total human organisation¹⁰⁶. The transformation processes are the managerial sub-system for acquiring, developing, allocating, conserving, utilising and evaluating people. The outputs are the services provided by the individuals and groups to the organisation in which they are employed in particular and to the society in general. Claus Moller¹⁰⁷, a

western management thinker, propounded a revolutionary concept of Human dimensions in quality. He said "quality depends on the quality of a human being himself and man is responsible for building the quality". Either in products or services, quality is the state of mind closely tied to the meaning of work. HRD, in effect, is an ingenious strategy for overall socio-economic development¹⁰⁸.

Thus HR is not only a magnificent philosophy but also an ingenious-strategy for achieving the overall socio-economic development in a country, In fact it is an operational design of industrial democracy, which in turn is the part of our democratic society¹⁰⁹.

2.4 Relevance and Scope

The economic liberalization, which unleashed the competitive forces, has vastly changed the business scenario in India. To survive in the new environment, Industries have no option but to shed several of their inheritances of the controlled regime like excess man power, tall pyramidal structure, obsolete technology, inefficient processes and methods; lack of attention to cost; quality and service; and adopt appropriate strategies to realize the vision¹¹⁰. An Industry cannot survive without planning the HRD strategies. Again Hamel & Prahalad deplore that, every industry has to manage its limited resources and especially human resources very effectively and efficiently and deliver value-added products and services at the lowest possible cost. Hence there is an urgent need to invest heavily on "Human Resource Development¹¹¹".

At the same time, many progressive industries have been developing more effective HRD practices to support these technological initiatives. Growing evidence strongly suggest that without the effective management of people, the full potential benefits of technology cannot be completely realised. Manufacturing technology, without a properly trained and motivated work force is a potentially poor investment, if workers cannot maximise potential benefits through optional usage. Because of the current human resource changes the manufacturers in particular are facing their need to leverage their work force better is paramount. If they are to create and sustain competitive advantage in the market place, they can no longer rely solely on technological superiority. Manufacturing workers must be properly trained, motivated

and led to allow their organisations to make productivity improvements. The top vehicle for enhancing productivity is by the practice of sharing operating data with the work force on an ongoing basis¹¹².

An organisation's human resource consists of individuals as well as collectivities of such individuals. While individuals are important sources, groups and teams are qualitatively different from individuals. In most organisations, problems of getting competent personnel, retaining them, keeping them motivated and helping them continuously grow and contribute their best to the organisation are viewed as critical issues. An organisation may have excellent individuals, well trained and competent, but organisational effectiveness may still be poor if these individuals do not function as a cohesive team. It is for this reason that the focus in Human Resource Development is on both individuals-and their groups.

Today's changing conditions demand more emphasis on promoting work commitment, mutuality and harmony in relations between management and labour. The acceptance of new technology and improvement of work methods, call for formulation of people oriented policies and plans. It involves not only attitudinal change but also skill development for various jobs. HRD assumes great significance in the context of motivating people to accept plans for achieving higher productivity in their organisations. Rapidly changing technology, peripheral revolutionary changes in information technology and wide spread concern for productivity are affecting the content and approach to human resource management and development. The impact of these changes on the people needs to be analysed and understood¹¹³.

For HR strategies to be viable in an organisation, it is crucial that they are insulated from the realities and problems of the organisation. Human Resource Development Strategies must arise out of corporate objectives, goals and broad competitive strategies adopted by the organisation. HRD plays a crucial role in market economies. To be effective HRD should essentially have a strong base on Human Resource practices: The base factors enable the organisation to develop its human resource effectively. The strategist can use the HRD strategies in a total integrated system. In HRD strategy it is necessary to take into account several factors significant to the organisation such as organisational, environmental, social and

cultural. With the adoption of the corporate plan and the new role of the HRD, several strategies are to be evolved in the area of Human Resource Management and Development.

The strategies in the specific areas of training and development, career and succession planning, performance appraisal, potential appraisal etc. should be evolved. The choice of right kind of HRD strategy should be purposeful, meaningful and effective for an organisation. The executives and employees should make joint efforts in strategizing and achieving strategic business objectives to enhance current and future performance and sustain competitive advantage¹¹⁴.

To be precise, HRD has great scope to improve Organizational climate and efficiency. In fact, a well-planned HRD strategy is the need of the hour. It helps in efficiently managing and developing the business. The scope of HRD is, therefore extensive to the extent that there cannot be a study of management without proper attention to human resource development.

2.5 Need for the HRD

The HRD approach, which has been gaining the attention of management professionals during the last decade, has become the need of the hour due to various reasons. Widespread industrial unrest, industrial recession, growing trade union influence on work force, strained worker-management relationship, increasing gulf between management and their people, emergence of militancy in trade unionism, and the growing conflict in the industrial relations scene have resulted in the workers getting out of gear of the management in many industries in India. This has made the management to think in terms of carrying their workers with them. Convincing the workers of the management's concern for them may, perhaps, go a long way in getting along with them and ensuring their better performance.

This has naturally resulted in the present 'Human Resources' movement. Humanisation of work environment in countries like Japan, quality of work life movement in countries like United States, and the quality circles approach in India itself have initiated action to attain better organisational commitment among the work force. The human resource development approach is consistent with these movements¹¹⁵.

HRD is needed by any organisation that wants to be dynamic and growth oriented or to succeed in a fast changing environment. Organisations can become dynamic and grow only through the efforts and competencies of their human resources. Personnel policies can keep the morale and motivation of employees high, but these efforts are not enough to make the organisation dynamic and take it in new directions. Employee capabilities must continuously be acquired, sharpened and used for this purpose "enabling" organisational culture. When employees use their initiative, take risk, experiment, innovate and make things happen, the organisation may be said to have an 'enabling culture'. Even an organisation that has reached its limits in terms of growth, needs to adapt to the changing environment. No organisation is immune to the need for processes that help to acquire and increase its capabilities for stability and renewal¹¹⁶.

From another perspective, the HRD movement today can be seen as a logical development stemming from the training and organisational development traditions, which have struck deep roots in a large number of companies in the country. The point that could do with emphasis is that HRD is not being adopted as a "long term strategy.' Companies think of

HRD only when they fail or come across problems. The need of HRD is to foster "Strategic Vision" in Indian industry. Such an approach would underline the need to integrate HRD with the corporate mission and plans. A long-term perspective is inherent in such a strategy¹¹⁷.

One of the key areas that HRD needs to address is that much talked about "Top Management Commitment." Unfortunately this commitment tends to be worn more often on the sleeve than in the heart. It would be too much to expect the HRD Manager to get the chief executive to introspect on his HRD values. At the threshold of change, the Indian worker is showing more initiative and responsibility, he needs a climate for self-development, and encouragement from top management. Therefore, there is no shortcut to introspection and critical self-analysis. Instead of looking for ad-hoc, symptomatic treatment at problems in the human resources areas, industries will have to take a long run perspective and initiate processes, which would make the

atmosphere conducive for asking more meaningful questions and finding answer which are more relevant to the people and the times. The need is to have an open mind, to evolve need based HRD strategies and to develop the Indian industries on sound lines.

2.6 The Present Study

The present study is undertaken on tobacco industry of AP, ITC Limited, ABD ILTD., situated in Chirala, Praksam district, has been selected. Its contribution to the green leaf resolution in the state is substantial it has registered incremental growth year after year. It is in the process of taking a big leap and embarked upon ambitious expansion programme. If the organization has to come up with the competitive environment and make rapid strides, it has to manage its human resources effectively besides taking case of capital and other physical resources. Needles to mention of the organisation depend upon the quality of its human resource. In this context the practices of HRD play a vital role. The present study is an attempt to examine the nature of HRD practices prevail in the organization.

The study, in a nutshell seeks review on the HRD practices as perceived by the employees and to provide necessary input to improve the practices for effective and sound human resource development.

2.7 RESEARCH GAP

The review of literature as discussed above indicates that most of the studies on HRD are narrow in their scope. Further, the studies discussed on HRD are from a particular dimension. Though, some studies are undertaken for a longer period of time, they are highly general in nature. Further, they are not related to Tobacco Industry. In other words, no comprehensive study has been undertaken to assess the HRD practices of private sector organizations and in particular tobacco organizations like ITC, ILTD Division. In view of this, an attempt has been made to study HRD.

2.8 IMPORTANCE AND SCOPE

The review of literature presented earlier reveals that the bulk of literature in the field of HRD has no empirical basis. The articles written by executives, are based

mostly on their experiences and stray thoughts. And the textbooks written by Indian authors are without field investigation.

Studies based on field study are very much limited. As for the tobacco industry in Andhra Pradesh it remains 'untrodden' and no study has been undertaken in this vital industry so far. It is in this context the present study assumes importance and seeks to contribute for a clear understanding of the, HRD strategies and practices.

As for its scope, the study is confined to ITC Limited, ABD ILTD located in Chirala Town, Prakasam district of Andhra Pradesh. It is selected in view of its growth potential, contribution to the rural economy, the technology and the size of workforce employed in the organisation. Of the seventeen tobacco industries in Andhra Pradesh of various sizes and description, the industries selected for the study is a major one and have sub-systems with a standing of nearly two decades. All important human resource development viz. like T&D, PA, CP&D and potential appraisal etc.

These primary areas of HRD are studied thoroughly to the maximum extent through the mean of discussions, interviews, reports, observations, are covered under the scope of the present study.

2.9 OBJECTIVES OF THE STUDY

1. To know the profile of the organization and sample respondent.
2. To study the HRD practices such as training and development, performance appraisal potential appraisal and career planning in the organization under stands.
3. To analyze the perceptions of managerial and non-managerial employees with regard to HRD practices;
4. To suggest suitable HRD strategies, in the background of the finding of the study.

2.10 HYPOTHESES

In the light of the above, the following hypotheses have been predicted to be positive and proactive HRD practices to improve the performance of the organization in terms of increased production, productivity, sales and profits. Further it leads to industrial peace and harmony.

In the organization where HRD practice is studied there is no significant differences in the views of Managers and non Managers towards various aspects of HRD domain which include Training and Development, performance appraisal, potential appraisal, Career planning and Development.

The above hypotheses and objectives provide the necessary frame work for the present study.

2.11 METHODOLOGY OF THE STUDY

Application of appropriate methods and adoption of scientific techniques is a sine-qua-non of systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study is a combination of historical, case study and survey methods. The historical method is used in tracing the genesis of the policies and practices relating to the management of ITC Limited, ABD ILTD, Chirala. The case study method is adopted to make an in-depth analysis of the policies and practices relating to the human side of ITC Limited, ABD ILTD with special emphasis on HRD policies of ITC Limited, ABD ILTD, Chirala. In the present enquiry, ITC Limited, ABD ILTD, Chirala is taken as the unit of study and almost all the facets of human resource development activities have been studied in depth. Opinion survey of the employees constituted the survey method in the study.

2.12 SELECTION OF SAMPLE ORGANIZATION AND RESPONDENTS

As it was felt to take up a study on HRD practices in a private sector company the investigator with a lot of effort, could get the permission from management of ITC Limited, ABD ILTD to collect the necessary data. The company also permitted the researcher to elicit the views of employees on HRD practices. Hence, the study is confined finally to ITC Limited, ABD ILTD, Chirala, Prakasam Dist. AP.

A sample of 342 respondents, who include 80 Managers and 262, non-Managers have been chosen from ITC Limited, ABD ILTD, Chirala using stratified random sampling technique. Managers were selected from almost all the departments and sections of the company. The non-Managers include technicians, drivers, BOPT operators, maistry, compounders, pharmacists etc. It is to be noted that

clerical staff have also been included in the non-Managers category. The details of the sample size are presented in table 2.1

TABLE 2.1
Total man power particulars of ILTD, Chirala and sample size

Sl.No.	Category	Actual Strength	Sample Taken	Sample size %
1	Managers	400	80	20%
2	Non-Managers	2,620	262	10%
Total		3020	342	11.32%

Source: Primary Data

2.13 SOURCES OF DATA COLLECTION

Data were collected both from primary and secondary sources. The researcher personally visited the ITC between July 2009 and June 2012 and collected the first hand information through personal contacts, and extensive interviews. Data collection is a pains-taking effort. Hence all endeavors were made to collect the relevant information with missionary zeal. Secondary sources of data were collected, and it includes annual reports, office records, files, brochures and other published and un-published material of the company as well as books, and Government reports. Primary data were collected through the principal tools of questionnaires, interviews and observation. The HRD practices survey questionnaire was used as principal instrument for data collection. The sample is found suitable to serve the purpose of the present enquiry. This tool was administered to all the sample respondents. Interview technique was also used to supplement the data obtained through questionnaires. An interview is sure to be qualitatively better than any other tool. Convenient timing for the interviews has been fixed in advance mostly during the early hours of the shift or during the lunch breaks and at times in the houses of respondents. Extensive personnel interviews were conducted with all the respondents. The interviews were often prolonged and spread-over multiple sessions. Since the interviewer personally visited the company, the technique of non-participant observation was also used, which enabled the researcher to get better perception and more insight into the phenomena.

2.14 USE OF STATISTICAL TOOLS

The data were analyzed with the help of tables, charts and graphs. Statistical tools and techniques like percentages, weighted averages F-test were used to interpret the data.

(A) WEIGHTED AVERAGES

Weighted average mean scores were calculated for each of the individual occupational groups such as Managers and non- Managers and also for the two occupational groups as a whole. The weighted average mean score of 1 indicates extremely poor HRD practices and 5 indicates extraordinary good HRD practices. The weighted average mean score around 2 (between 1.5 and 2.5) indicates poor HRD practices and scores around 3 (between 2.5 and 3.5) indicates an average HRD practices on that dimension. Scores around 4 (between 3.5 and 4.5) indicate a good and desirable HRD practices.

(B) F-TEST

F-Test was conducted out to draw the inferences relating to the significant differences in the views of Managers and non-Managers on various aspects of HRD practices and it was carried out with the help of ANOVA table.

2.15 PERIOD OF THE STUDY

The study is qualitative in nature as it focuses its attention on the study of HRD practices in ITC Limited, ABD ILTD with reference to chirala, Prakasam District, A.P and the study areas of HRD include T&D, PA, PO and CP. However, secondary data have been collected for a period of 10 years from 2002 to 2012 and the same has been presented in the research work. Wherever data are found to be scarce, the study period has been restricted to seven years from 2005-06 to 2011-12 in the area of training and development.

2.16 LIMITATIONS OF THE STUDY

The study has the following limitations. The researcher has to make indefatigable efforts to collect relevant information by running from "pillar to post". Employees were hard pressed for time in view of the job demands, and rigorous work schedules. The researcher has to persuade them for sparing time for responding to the

questionnaires and interviews. When he found that the respondents were not in a position to spend adequate time for the purpose, he had to request them to allot time after the shift timings. Establishing rapport with the respondents posed a problem initially. To overcome the suspicion of the sample respondents, the researcher took the help of the personnel and training managers and also the welfare officer in establishing identity, and explaining the nature and purpose of study.

Since the important method used in the enquiry is the case study, it has all the limitations associated with the method. The generalizations of the study can not be expected to have universal application. Even when one tries to apply to the organization of similar nature, these must be applied with caution and care.

2.17 PRESENTATION OF THE STUDY

The entire work is presented in **six chapters**. **Chapter one** focuses on the introduction and methodology. It is followed by a review of literature in **chapter two**. Profile of the organisation and respondents in **chapter three**. **Chapter four** deals with HRD domain conceptual frame work, **Chapter five** confined to data interpretation and analysis and insequence and finally, **Chapter six** deals with findings, suggestions and conclusion.

2.18 SUMMARY

The researcher summarized the studies on the present topic entitled HRD Practices in ITC Limited, ILTD Division, Chirala. These studies review from 1992 to 2013 relating to domain HRD Practices such as Training and Development, Performance appraisal and career Planning.

The review of literature presented earlier reveals that the bulk of literature in the field of HRD has no empirical basis. The primary areas of HRD are studied thoroughly to the maximum extent to the means of discussion, interviews reports, observations are covered under the scope of the present study. The present study is a combination of historical, case study and survey methods. The sample of 342 respondents who include 80(managers) 262(non managers) have been chosen ITC Chirala using stratified random sampling technique.

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