CHAPTER- II

REVIEW OF RELEVANT LITERATURE
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I) Studies Relating To Human Resource Development.

   Early and Later Studies Pertaining to HRD

II) Studies Relating to the Training as A Subsystem of HRD.

   Significance and Need for the Present Studies.
Introduction

Human Resource Development (HRD) is a new revelation in the management text, a slightly different to that of conventional term personnel management. It has been of better use since last decade. Its vision and strength lies in and relate to view people as unique resource, with positive approach to enrich their competence to a very high extent. It feels ideal to create a climate conducive to growth and development by using several of its mechanisms that symbolically unfolded under its scope. Training is premier sub system, it relates to help human resource to acquire necessary skill and knowledge. It persistently influences management of both public and private sector industries to think, plan and formulate suitable policies to implement it.

In this study a survey of literature pertaining to the development of HRD and its premier sub system training has been made by attempting a survey of significant work carried everywhere. This attempt is made to review the theoretical and empirical literature pertaining to the human resource development and training policies and practices.

For the research study of this kind it is imperative to provide an adequate theoretical support, which is inevitable. Against this backdrop the literature survey attempted would able to provide good insight and understanding regarding human resource development and training. Keeping in view of the purview of this study the researcher aims to confine the review of literature to the field of HRD and training policies and practices. An effort is made to understand the relevant studies in this field, which helps to develop the theoretical insights to comprehend and interpret the findings of the present study. With this aim, the relevant literature is reviewed and discussed.
From the very beginning of the previous centuries a progressive initiative were started growing to think about the worst, exploitative state of affairs faced by the working class in industries and to bring some improvement and change in the life of them and endeavor to give them functional skills with a purpose to make employees as competent and confident. From the beginning of the last century, researchers have been harping on the idea of employee development and making them confident and efficient. Many studies tried to explain this from the various angles based upon either through their empirical research or through their personal experience in the field or through their personal understanding. Yet, it is a subject on which even after years of research, there is a great deal of agreement, controversy and disbelief. Every aspect of employee development strategies techniques, and its related factor are still being debated and argued, so much so that it would probably be difficult to find any other subject, on which a lot has been written, with such a little effect.

I) Studies Relating to Human Resource Development

Industrial revolution transformed the whole agrarian society into an industrial society. It also brought impact on the pre industrial society of India. This laid to the foundation of modern industries in India, the machines replaced the handmade occupation and a totally new system of economy called as factory system emerged. The factory system contributed for use of machinery and mechanical power and brought with it several other concepts like Rationalization, Mechanization, Scientific Management, and Automation etc. It also called for the specialized skill and knowledge to work on the particular job, and contributed to the large-scale production of the organization. Thus the industrial revolution helped the invention of machines, and development of steam power, reduced the burden of hard work of
muscle to machine, and nevertheless augmented the wealth and power to the nation. Despite the fact that the factory system contributed several utilities to the society, the dilemma of labours, who were working in industries, their condition, was deplorable. They were mere like factor of production in the entire production process, therefore it is no wonder that labour was considered same as other material resources. He was exploited with long hours of work paid low and meager wages for his hard labour, and he was always made to work in very poor, un congenial and defective working condition. The employers of the organization were interested more in their self-advantage and profit making rather than the betterment and welfare of their workforce.

It was Robert Owen in the years 1800, who first emphasized the need for human relationship at work. He taught his workers about cleanliness and improved working conditions. This could be well known fact that better handling of human resource at work was felt as inevitable at the very beginning. Andrew in subsequent year incorporated human factor into philosophy of business, he introduced some employee friendly technique that include, a hot cup of tea, medical treatment, and adequate ventilation and sickness payment to employees.

Another attempt to recognize human factor as an important and indispensable resource in the achievement of organization goal dates back to beginning of the last century with great work initiated by Fredrick Taylor around 1900 in the U.S.A. which is commonly known as principles of scientific management. Therefore, he is acclaimed to be the father of scientific management. This has formed as a good base for many jobs in the organization. Taylor suggested several good measures,
to handle human beings very appropriately at work, by emphasizing their scientific selection, training and fulfillment of their need.

Mayo's research in the field of human relation has been outstanding, he as a part of his research work introduced break of ten minutes rest periods one in the morning and two in the afternoon. Only 1/3rd of the workforce was included under the experiment. These sample group of employees were encouraged to sleep during the rest periods, the result was very impressive, labour turnover decreased and output went up. It was further noted that morale had improved and men became very friendly in their attitude. Even those were not included in the experiment of the dept., showed remarkable improvement as well. After four months production efficiency had reached nearly 80%. Subsequently the production level was further increased to 82%. But as unexpected, some problems cropped up. During this experiment supervisors were not in favour of allowing rest periods and wanted to get work done even during this rest period. As a result, the workforce was annoyed. And within few days the situation came back to the early period. Once again rest period was allowed, by this time not complete stoppage of work but allowing rest turn by turn so that, machines do not stand idle. The workforce was happy on this new initiative, thus, absenteeism came down and production reached by more than 86% and labour turn over was between five to six percent only. Thus this experiment had brought correlation between better handling of HR and achievement of good results is possible (Ahuja, 1990).

The Humanitarian concept in the 1920's and 30's propagated by the industrial psychologists and human relation activists advocated the adoption of human concept. They argued that workers should be
treated as human beings and it is responsibility of the employer to provide facilities for social and psychological satisfaction of the worker.

By the end of 1940's with the acceptance of human relation movement, the behavioral science approach was started. Grantt and Munsterberg were pioneers to advocate this new approach. Behavioral science approach was comprehensive than the human relation approach. It stresses the need for the group and group behavior, group relations. It refined human relation approach, which has laid emphasis on the individual needs and behaviour. It focused on inter-personal relation, emphasis on motivation job satisfaction and morale (Chhabra, 2000). Thus, the behavioral sciences have provided managers with the scientific understanding of one of the most critical factor in the process of management i.e., the human element.

The emergence of behavioral science approach in 1950's led to the application of behavioral sciences to the problems of individual and group dynamics at work; motivation, leadership, group dynamics, organizational climate, organizational conflict etc. Employees were begun to be considered as valuable assets of the organization. Efforts were made to integrate employees with the organization so that organization goal and employee aspiration would be achieved simultaneously. Focus shifted towards management by objectives; employee centered leadership quality circle etc.

Prabat (1988) has pointed out that Human Resources planning and development dates back to the beginning of the industrial revolution in the West. During the first half of the present century the hourly paid production worker were at the focus of planning. The main concern was to improve their productivity by application of work engineering. The Post World War –II period saw a big change in the economic planning of the newly developing countries. The desire for a
higher standard of living shifted the emphasis agriculture to industry, creating a great demand for skilled worker. During this transition period recruitment, training and development of worker were the main concerns of Human Resource development.

Human being has always been legendary and accepted as a very important resource; he is the backbone of every organization. In the absence of this all activities and organization suffer and cripple down. Morrison (1971) has precisely remarked that the basic unit of any organization is of its individuals i.e., human being. So the growth and attainment of organizational goal depends much on quality of its human resource.

Menon (1988) states very lucidly that management effectiveness depends on the economic utilization of the four factors of production, viz, men, machinery, material and money, the first and foremost being that of men. The importance due to the fact that none of the other factors can be efficiently utilized or managed without the close cooperation of the people involved in them. The American industrialist Carnegie who built a business empire had once remarked. Take away my factory, machinery, money, and all that I have but leave me my men, I will rebuild my industrial empire, stronger and better.

Japanese have wonderful legacy of converting ordinary people into an extraordinary performers. The importance attributed to men in the Japanese style of management can be seen from the following organizational objectives seen in Japan:

- We make men before we make product.
- For good quality products, good quality people are important.
- By people for people
- Our strength is -our people.
With tough competition, it is quite difficult to acquire good personnel and more difficult to motivate and keep them improving, the capabilities of people i.e., Human Resource Development is equally difficult. Acquisition, retention, development and growth, successions planning all form parts of a successful human resource development programme.

Since early 1970's the concept of HRD first began to be recognized in some organization in India, Thereafter a large number of organizations in the country began to display interest in HRD, while many organization to keep themselves in the race have just relabeled their personnel department as HRD or HRM, whereas some good organization have done considerable work in setting up of HRD systems (D'Souza, 1997).

HRD is a concept of recent origin, many people have formed the opinion that, HRD tends to be different form personnel management. But quite a few other people formed another common opinion that is "HRD is a old wine in new bottle! There is nothing an HRD manager is expected to do that the good old personnel department was not supposed to be doing. Sharma, (1988) has brought forth the reason that led to the creation of HRD within the personnel department. He stated that, over the years the activities of the personnel department have more or less became routinized and confined mainly to the task of maintaining the system, while the task of HRD remained neglected, achievement of integration between various function which personnel department was doing was very much lacking. On the other hand, the main contribution of the HRD is, it helps to achieve good integration between some of the key personnel function in order to develop human resources in a planned way. Human resource is most important resource of an organization to achieve higher levels of production and
efficiency. Therefore it is appropriate to understand that Human being is center of whole activity to increase the productivity and prosperity (Nair, et. al, 1990).

HRD focuses its attention on development of all the employees of an organization. Arunachalam (1995) put it quite rightly that the human resource forms a part, that too a major part of an organization. It must be better utilized, and it must be made to accept changes and challenges.

Mukherji (1997) is in favour of better handling the human resource and thus stated that, every organisation requires such employees who are enthusiastic, take pride in doing their work, and can take charge of situation without supervision, such employees can lead their organization towards good success. Besides this the attitude of management need to be very soft and considerate towards employees. In addition to this, other vital concern of the management is to retain employees on their job for longer period with great pride and enthusiasm to the organization and to their job. To enhance their skill and competencies, this is possible only when wages given to them are competitive and facilities offered are lucrative, career advancement opportunities fair and non discriminatory. These facilities help employees to surely take interest and get motivated to carry their responsibilities and try hard to contribute to achieve organization goals.

However, in those organization where mutual confidence between the employer and employee is lacking and where both are always suspicious and doubtful about each others action, has contributed to spoil their relationship. Most organization because of their mutual rigidity, lack of good communication and understanding have ruined their relationship and resulted in negative implications.
Therefore, greater emphasis is to be laid upon promoting greater communication and interaction between employees belonging to various category especially for grassroot level functionaries. Brown (1997) very rightly pointed out that currently most business gurus from Peters to Bill Gates project that by the 21st century, Organization will be compelled to understand their most valuable asset. Therefore the proper nourishment and taking care of all categories of employees at the work place is obviously a most awaited task for them. This opinion hints at the need of accepting human being as very strategic resource to every organization; hence their development through proper communication of skill and through proper knowledge is very essential.

The common view held by many researchers and the Psychologist is that people responds to the change if they are properly looked after and nourished. From the point of view of a large-scale organization this aspect is of immense value. Because these organizations are not only big in terms of people employed, but also their large manufacturing process. Therefore when to manage such large scale ventures this obviously necessitates policy makers to give appropriate attention to every aspects of the organization in general, and to the employee development in particular. An employer can buy a physical presence of an employee either for eight or ten hours a day but he cannot buy the self-motivation of these people, thus only humane treatment alone can create enthusiasm in them.

Employees involvement in the attainment of organizational goal is viewed very seriously. In view of this Sharma (1988) raises a relevant fact that, HRD cannot be undertaken in an organization unless the corporate management is ready for it, and is willing to provide the necessary backing and support for its implementation. It is very clear that any attempt of building competencies of people through HRD, the
commitment and support of top management is essentially required. He further states that according to communication experts, "diffusion of innovation" to be adopted in a person to help him to acquire full knowledge \( k \) about concept, when that knowledge is accepted by a person, it creates a favorable attitude in him. \( A \). Only when a person has acquired both it can be hoped that he would begin to practice \( P \) the same. Thus he stated that the management education and training are crucial which play a major role in imparting knowledge....KAP.

Therefore it has been found over the years that proper treatment to the employees yield the tangible results; hence it has sensitized the management to the need for paying more attention to management under the changed circumstances. Recently the corporate personnel in India have witnessed one of the very revolutionary changes in the Indian economy, i.e., economic reforms introduced in the country since 1991 onwards. Indian economy a closed economy and protected by outside influence for so many years has been opened up for direct capital investment from outside, in the various strategic sectors of the economy, Therefore now everyone knows that this is an era of \( LPG \) it is liberalization, privatization and globalization of industrial sector. This has created an urge in many organizations for development of employee competencies to face the competitive challenge brought by the liberalization process.

In view of the changed scenario, competition is rapidly growing in industrial arena, particularly in these days due to liberalization, privatization, and globalization. Biswas (1988) stated that LPG has brought many challenges, and organizations endeavour for improvement of production cost, innovation, export, customer satisfaction, quality of service, attracting and maintaining competent people, therefore he stressed the need for organization must adjust to
suit to the changing conditions, by becoming more productive, quality conscious, customer oriented, efficient and upgrade the skills of employees. Indian organizations have responded to these challenges in a variety of ways ranging from 'strategic alliances' with foreign companies to downsizing of the organization.

In the whole process of rebuilding organization along with people what is more vital is bridge the communication gap between the employee and managers, communication was not given an important attention and hence it was a most neglected area. Therefore HRD efforts should begin in this regard to give importance to communication otherwise understanding is less it is like, traveling at a high speed over sinking bridge.

Every decade bring its own problem for example the problem of energy was not there two decade back. The introduction of robots in some countries and the revolution brought by microchips and semiconductors and the upsurge in information and communication technology cannot but make, industries particularly operating in an international environment suit themselves to the changing condition so that they could stand as viable.

Deewan (1997) mentioned that HRD personnel are moving into career planning or career development it arises from a variety of sources including, dissatisfaction with nature and routine of work, (environment) or with the present job or future possibilities, (utilization). HRD people are moving into this field and contributing to the employee progress.

One organization during the dark economic days of the early 1970's viz: Corning Glass recognized that they would have to lay off workers and that this could be transmatic for both employed and the
organization. They used their HRD activities to provide a two-day workshop on company time. It was agreed to helping the employees who were going to be laid off to make the necessary psychological and economic adjustments. The company reported the workshop contributed to reducing tension in the whole organisation. Company did not promise any jobs, but conducting the workshop on company time and using company resources indicated that management has a concern for their employees. The limitation of resources that require the lay-offs was compensated for providing increased resources by the HRD unit. This is a good example that HRD can help people to be relieved of the psychological stress and stain arising out of any complicated situation.

As industrialization paved way for manufacture of product of written specifications, in view of increasing distance between the user and the actual maker of product, need of specialization broke up to manufacture job into design, process engineering, tooling and actual production. In these environment it is understood that all creative and innovative ideas for quality improvement can come from the designer and the process engineer where as production worker can provide only his muscle power. Japanese were the first to realize the creative power was not limited to the designer and engineer only. The shop floor worker who actually manufactured the product could also contribute significantly in the quality improvement programme. However, for this to happen, proper environment and motivation has to be provided. It was Dr. Ishikawa a Japanese quality expert who introduced this.

Slem et.al. (1995) In their study have revealed the success of organization achieve through the greater effort put in by their human resource. That one of the advantages Japanese corporations have in rapidly implementing technological change is related to positive
workforce attitude about technological change. The technological change survey was admitted to 1459 employees in electronic manufacturing company in the U.S.A. and Japan. Contrary to prediction the Japanese were more likely to experience technological change as stressful and less likely to believe it would improve their job or career. The paradoxical effects of Japanese culture and human resource practices are examined to explain why Japanese companies are successful in introducing technological change despite negative attitude.

Pattanayak (2000) carried out a study on the impact of shift work and hierarchical level in an organization on four aspects of the employees psychological work attitude like, satisfaction, commitment, stress and HRD climate. With regard to the HRD climate, the finding of the study clearly shows that there is a significant difference between shift and non-shift employees irrespective of their job category. Again the shift employees both supervisors and executive have a better perception of HRD climate compared to the non-shift employees. The study further points out that, HRD including the organizational climate and the organizational health is not up to the desired and expected level job stress being induced. Several Indian studies also lent support to such finding. The study calls for greater emphasis to be laid on HRD interventions and improving organizational synergy. Sufficient attention has not been paid to the problem of improving synergy within the organizations in India. If productivity has increased, it is mainly due to technological advancement. Organizational factors such as size, recruitment based on individual merit, the nature of reward system and the general insecurity has contributed to the dynamics of both HRD and the organizational synergy. Therefore, intensive research is required using motivate design and indigenous tool of measurement.
Toppins (1989) survey determines the current status of research in HRD. The study sponsored by the HRD Professional network and founded by ASTD. This survey revealed that there is a dearth of research in HRD; therefore there is a need to undertake more and more research on this vital area. Survey further pointed out that, majority of studies were mainly conducted on three prominent area namely 85(36.20%) studies were conducted on training and development, 35(14.9%), studies related to organizational development and 27(11.5%) studies relates to career development. Thus, the survey indicates that, research on training and development figures as highest number in the total of 228 projects surveyed by this study.

Krishna (1997) mentioned the contrast between human and other types of resources; human resources must be treated as something unique, precious, and creative. Robots may became much more cost effective than human resource, they may be more efficient and precise in their work, needing no holidays and incentives. They may not create any strife or industrial unrest putting forward irrational demands as human being do. It is true that, human resource need motivation to work, training for the improvement of the skills, Induction to orient them to the organizations, performance appraisals to develop them and counseling exercises to stimulate them inspire them and to sustain their interest in the work, with all these limitations they are infinitely better creative resources than the robots, machines and auto-mates. This contrast endorses a view that inspite of many liabilities over management, human resource is the only and always has been good resource to any organization.

Modern management has been increasingly aware of the fact that human factor is the most important of all factors of production. Professional managers are assuming important role in changed
scenario. The culture is highly authoritarian in character. Earlier, enterprises operated in a secure, sheltered market and hardly faced challenges. But under the changing condition they no more isolate and keep them away from these changes. Therefore HRD is gaining ground in India. Most people deserve these days the work environment in which they work. Most goals are clearly stated, incentives are properly used to improve performance, feedback is available on performance, decisions are timely and participative rules are minimum. Conflict is confronted openly and squarely the work is interesting and growth oriented. The work will succeed in better way, where there is a proper human relation. Employee- employer relationships are very much necessary to run industry in future without interruption.

A Research by Storey (1997) regarding development of Human resources management the Research conducted over the two-year period between 1986-88. It draws on 250 in depth interviews, with managers at all levels. These managers were located in 15 core case companies and in an additional 25 panel companies. The study included some 80% of the interviewees of line and general managers rather than personnel specialist. The study revealed that, major initiatives for change came from outside the personnel department and that the Line Managers, were willing to adopt the new style of people management precisely because it was not a specifically personnel scheme but was embraced by their own supervisors.

Rao and Abraham (1986) conducted the Survey of HRD practices in 53 organizations indicate by and large a positive trend of using open appraisals system, Improving the Training function, taking up OD activities, and using employee counseling by an increasingly large number of companies. However, no major breakthrough seems to have taken place in potential appraisal and potential development practices.
As a result reward administration and promotion decision seem to continue to be traditional, sometimes vitiating the atmosphere for implementing HRD. OD and Counseling are being increasingly used but qualititative improvements are much needed to make the organization see the impact. All in all HRD seems to be becoming a significant aspect of work and life in many organizations.

Bala Ramulu (1996) opines that human resources is the most strategic and critical determinants of growth. Development of Human Resources is very essential, the need or measure to initiate development must largely concentrate upon upgradation of knowledge, skills, creativity, training, education, health, nutrition, employment, empowerment, and rights of people. He emphasized the need for people development and conducted an empirical study in Andhra Pradesh. The empirical study was based on personal observation and discussion with a sample of 200 target group members both beneficiaries (100) and non-beneficiaries (100) of the rural employment programmes.

The study was conducted in seven villages of Warangal District of Andhra Pradesh. The finding of the study revealed that almost all employees were found to be not aware of the objectives of these programmes. Also the responses of the non-beneficiaries opined that, several irregularities affected the true spirit of the programme hence the programmes in the past were not able to contribute to the development of Human resource in terms of their status improvement, poverty reduction and employment generation. Therefore HRD intervention could be an ideal remedy to find solutions to the problems.

Halachmi (1996) States that total quality management has turn out to be an important concept these days as its advantage already are reaped by the private sector and convinced themselves as this is very
important concept. But public sector are yet to introduce this concept in their organization. Therefore he strongly advocates the need to effective utilization of two prominent function of human resource management such as performance appraisal and the training, when this concept is introduced and implemented in the public sector undertaking. This would suggest how inevitable personnel functions are especially these two in the success of total quality management (TQM).

Prasad (1996) advocated that companies can buildup the skills of its personnel through HRD efforts by using good techniques. A good care taken to ensure that employees are adequately compensated, such a team is likely to take pride in their work and derive satisfaction from job they do. Therefore these tactics revolve around to make people to perform their job better, a definite development and judicious compensation package certainly achieves admirable results.

Arunachalam (1995) speaks issues regarding motivation of problem employee, such employees instead of contributing to the organization, impede its success. Presently treatment of workers undergone radical change, they are recognized as co-partner in industry, and their participation in the attainment of organization goal is viewed as necessary. Apart from this organization even they have to face the problem employees. The author touches upon handling problem employees at work, is necessary so also promotion of their motivation. He suggested some useful steps of handling and motivation of problem employee, one step he feels relevant as making employee problem free is to involve under suggestion scheme which is widely in vogue now, periodic meetings, programmes of grievance redressal, will certainly help employee to correct his aberrant behaviour employee
education programme and training schemes can orient employees more effectively to their jobs and to their environment.

Murlidhar (2001) states that, in view of relentless change in technology though it contributed better standard of living. But may not bring or guaranteed better quality of human mind, their thinking and behaviour. Thus it has brought many challenges for HR professionals. He further states that technology besides having advantages, also had its own implications, these implication would leave adverse effects, sometime this would be possible even on employees, as they find it difficult to keep pace with technology, and this may affect on their work, and may also add psychological stress on them. Therefore, he viewed that HR professionals need to take challenge and integrate rich human values in their employees, with the technological advances so that the real quality of life improves.

There are many ways to develop human potential. In the past organization have used training as the main mechanism and strategy of developing human resource, However in the last five years more emphasis has also been placed on evolving and experimenting with different mechanisms and strategies such as Performance Appraisals, Potential Appraisals, potential development exercises, performance feedback, counseling system, career planning and development, OD interventions, role analysis exercises etc. (Rao et.al. 1997).

Sinha (1988) was himself the managing director of the firm understudy, who alongwith the help of other has changed whole complexion of his company. This has been achieved through a thorough on going organizational development programme, which insisted above all, on Management by objectives and Human Resource Development. The change process was stimulated by eminent
management consultant, he strongly believed in the importance of human beings and motivation which is possible rather not through the money, but other aspects such as, challenges, achievement, recognition, participation and opportunity for personal development brings motivation in people. Later organization with the help of consultants organized trainings programme for various categories of people to develop skills of people and building up HRD links with technology, structural procedures and so on.

The HRD approaches adopted were organization structure, decentralization, employee performance appraisal, reward system, suggestion scheme, new employee induction system, follow-up on training through meeting with trained personnel and who voluntarily like to take part in such assessment once in a week or fortnight for one to one and half hour each time. At each such meeting 10-20 persons on a voluntary basis, would discuss matters relating to organization, information and communication system. (Like depicting notices of work done for the month.) By the virtue of this some outstanding result emerged namely, annual growth (sales), return on investment, annual growth in assets, dividend, and employee output increased.

Thus this study believes that human beings are indispensable part of the organization, hence HRD is a need and concern of every organization. Quest for building competencies of employees through HRD, is done through training. Therefore it is the primarily important and the main sub-system for developing human resource at work.

II) Studies Relating to the Training as A Subsystem of HRD

Training begins only after employees enter the organization, through recruitment and selection process. This function is continuous but never ending, because employee irrespective of young and old all
need to be properly trained as per emerging needs. The whole training programme rotates around three of its own components namely, trainee, trade and training, in order to reap good advantages and reward of training, there must be proper co-ordination between these three components, because all these components are related to each other, and do not function independent on their own.

Many mechanisms are being developed recently. Training has acquired the most strategic place in the development of human resource, since olden day, it has been basic and therefore it is continuous, on going, and never ending process. Bhushan (1997) Opines that, training is the prime means to develop human potential over the years; it has come to be viewed as the active arm of the management for preparing the personnel for upgrading and updating their capabilities to meet new challenges of the organization.

Training is useful and essential for all-purpose, it has been quite rightly a major sub-system of HRD, and it ensures cutting edge to the functions, and prepares, people with right spirit for doing their work with good attitude and confidence. Training in practice tends to suffer from role ambiguity and also gets blamed for results, which can not be wholly attributed to it because, important components play a role in the successful completion of training, that is assessment of training need in organization, enthusiastic and committed participation of trainees, adaptation of leant knowledge effective support from organization policy makers, all these together contribute for successful completion of training. York (1996) states that training is always a means to an end and not an end in itself, it is directed towards effective performance of work, it must be seen as an integral and vital part of the whole system. So, it is appropriate to view that training more as a means to an end but not end in itself.
This research study therefore aims to know the attitude of various people, working in different industry about how they view regarding training as a means to an end or end in it.

While speaking at the world management Congress held in New Delhi in 1978 Peter in his keynote address emphasized the need for developing human being in the organization, viewing them as resource. He called upon the management to make substantial capital investment on human beings to develop them as a resource through training and organizing and developing their activities, so that they will make better contribution to the organization. Peter Ducker quite rightly viewed, human being as an important resource and mentioned solitary instrument of developing them at work is training. When to design and implement the training programmes in the organization, support of organization policy makers and capital investment is very essential. It is essential for every organization to earmark sufficient fund to conduct of this activity.

One of the aims of this research work has been to enquire and to seek insight about the organizational support to conduct of training activities.

Human beings by nature normally resist change, because it causes dislocation in daily routine, or an apprehension that it brings additional responsibilities, and commitment. But all organizations must endeavor in the direction to inculcate an urge of adopting to the changing condition. Varadhan (1997) argues very clearly that amidst growing competition around, there is a need to build up a team of talented people in the organization, this can be done through effective motivation, training, and orientation programme. Vardhan has identified two important key factors for the development of human resource at work, one is motivation and another one is training in the
attempt to build competent workforce. Thus training is a good technique of developing the competent personnel.

Mandel (1949) observes that, training is a fundamental problem and responsibility of the management in any organization to build competencies of people. Training is necessary to both managerial and non-managerial personnel. The managerial personnel who scale upwards in the organization hierarchy require more supervisory and managerial skill whereas who form the bottom level of hierarchy require more technical skill and knowledge. The HRD executives, together with the help of others have responsibility of assessing training needs of various categories of personnel in industry.

One of the issue which confronts in a big way about training, that is high expectation or getting immediate returns of it by the concerned. Sodhi (1988) puts it very correctly that programme designed to impart training to employees is not merely concerned with increasing the physical skills of doing a job, but it also has to cover work motivation, attitudinal change, entrepreneur qualities and even promotion of some of the personality trait. Quite rightly this is where many of the organizations desperately fail because most of the training programmes are inclined to increase merely physical skills of doing a job, and not an attempt of building commitment, loyalty and understanding with the job.

Batra and Mahendru (1988) viewed purposefully that training is always required for yesterday, today, and tomorrow. Training is different but it is not difficult. It will not perform miracles but is a slow process. It yields rich benefits to the organization after some time. Training contributes for the development of competencies among employees.
D'souza (1991) in his study mentioned rightly that human beings formed an important part of the organization, if managed properly it enhances organizational performance. Further he stated that when certain jobs became automated with the adoption of new technology, a highly trained workforce is required to design and operate the systems. Training programme is required to enhance the abilities and potential of employees.

Varma and Agarwal (1999) stated human resource have both quantitative and qualitative dimensions. Quantitative includes human character such as age, sex, heredity, distribution of population, labour force, the number of hours, worked and the output earned per head of population etc. These quantitative aspects can be measured and statistically treated. The qualitative characters include, knowledge, skill, aptitude, value and motivation, etc. Qualitative aspects do not tend themselves as easily to statistical treatment as the quantities characteristics are.

Tripathi (1997) highlights the importance of training man and states: give a man a fish he will eat it, train a man to fish, he will feed his family. Training is so important which makes man competent. He further states that employee training is the process whereby people learn the skills, knowledge, attitude and behavior needed in order to perform their job effectively. No big industrial organization can ignore the training and development needs of its employees without seriously inhibiting its performance. Even the most carefully selection does not eliminate the need for training, since people are not moulded to specifications and rarely meet the demand of their job adequately.

The physical dependence is usually assumed more in an employee when he shows the characteristic sign of poor performance.
This is more when he is untrained or does not possess the proper skill, knowledge, understanding of various operation of doing a particular job. Several errors like, lack of proper waste management, poor maintenance of the tools and equipment, poor observance of the safety norms, more rate of accident, quality rejection may be quite high. Many employees also feel that, their strength of doing a particular job, considerably improves when, he has proper orientation, training and understanding of work operation.

Ramachandran (1990) observes quite rightly that employers have more responsibility for their firm, their federation more often tend to be demanding more and more privileges and concession from the government than building the employee within their industry. This is the greater hurdle being watched since many days. Management needs to accept that training and development needs of its workforce as very vital. Organizations have practices like sending their top personnel to attend conferences and seminar or training programme conducted by the business school or professional bodies, with a purpose that they on their return could impart learning to others. Organizations also have their own in company training programmes, through which training need of the bottom level employees is taken care of and occasionally by using external faculty.

Performance appraisal system prevails in most organization but their effectiveness is questionable both in terms of present performance and the future potential. If it is done methodically and in a fair manner it could yield considerable information on the training needs of employees on the basis of which person could be sent for training. Training policies are laid down and known to people around the organization. Ramchandran (1990) further observes that there is already acceptance of HRD as important function by management at
the superficial level but in many cases the impact of this in daily 
practices is yet to be universal. Both employee and the managers 
should have faith in HRD. They can set up a control to measures the 
result they get out of their expenditure on training and development. 
Management succession plans can succeed only if there is systematic 
training both on the job and away from the job, objective appraisal 
system, counseling technique, appropriate autonomy and job rotation 
practices.

Training can be a catalyst to provide qualified human resource 
to organization, vocational technical schools, colleges, universities, 
professional educational institutions, and apprenticeship basic 
training. However, in view of changing technology with its demand for 
changing and higher occupational skills levels, training and 
educational institutions will have to play an even more important role.

Wadhwa (1986) aptly pointed out that Human factor is the most 
important factor in any development process. The training and 
development activity play a vital role of converting human beings into 
human resource. The organizations at present are operating in an 
open system. Therefore the training professionals role need a change. 
Developing all categories of people became extremely important as the 
effectiveness of education depends upon how well they perform their 
roles. These competencies are also changing from time to time as the 
environment is changing, knowledge base is continuously improving 
and the needs are changing. Such a dynamic and changing 
environment requires an equally or even faster developing human 
resources to cope with it (Rao, 1986).

Pankaj (1986) opined that trainer effectiveness while 
communicating during training, a trainer needs on one hand, to have
concern for the participants' needs and anxieties, on the other hand he has to remember the objectives he proposes to obtain from the session.

The ultimate success of a training programme depends upon its design, pre-requisite is need and the objectives of the programme. The design process is essentially a team process and a small team comprising of trainers, line-managers and human process facilitators should be deployed to carry out this task. The emphasis in the choice of methodology should be on co-learning. The role of the faculty as far as possible should be that of a facilitator. Involvement of the faculty right from the design stage will not only enable the programme to achieve its objectives but will also optimize the training resources.

Jha and Wakhlu (1988) express a desire to pay greater attention before to arrive at training need of the organization. This includes the following namely: the profile of various categories of employees. Respective training needs through the most recent survey or appraisal, identified in view of long term needs of organization. Details about training modules and its usage by employees. Feedback about the training programme, most important of these would be to translation of acquired skills and abilities into the shop floor practices.

Moorthy (1992) view that the training is a major sub system of HRD, which relates to the retainment of employees successfully on their job through continuous development of him at work. Unlike raw materials, employees grow in age and experience. Their job, too, should be properly adjusted. An industry should accommodate its job to the growth needs of its employees in such a way that at the end of the career, an employee should became a fullman. This is possible by a policy of proper work assignment compensation and a programme of continuous employee development.
Moorthy further opines that man is more sensitive and versatile if he is given opportunity and training, there is no doubt the worker, too, will perform better and better. Science and technology are making industrial jobs physically less stressful. Many jobs are being computerized and automated. Employee requires using his brain rather than his brawn. Gap between superior and subordinate is shrinking. It is now increasingly recognized that management should provide all opportunity to the worker. This is possible through three dimensional programme proper work assignment, human approach and training of the employees.

Aradhana Krishnan (2003) endorsed a view that training has been a good technique, which has been used to give some sort of change to the personnel working in the organization. Diminished employees state of health will directly affects and added to corporate cost. In view of this, it is no wonder that, official training sessions are being planned on the outskirts of the city with twin purpose to extend them some relaxation and also information is passed regarding what management expect from them. This obviously would indicate the utility of the training.

Several studies have been made about the training practices in Indian industries. Notable among them are Negandhi and Estafen's study of companies in 5 major towns in India done in 1965. Pathak's study of enterprises which had not utilized the management training and development programmes offered by the three leading national management education institutions, viz., the Administrative Staff College of India at Hyderabad and the Indian Institutes of Management at Calcutta and Ahmedabad during the four-year period of 1964-69. Rudrabasavaraj's study of organizations in the private sector done in
1976. Lynton and Pareek's study of the training practices in Indian organizations (Tripathi, 1997).

Pestonjee (1994) in his study holds a similar view, and states that training programme should be organized for awareness of ways and modes of overcoming stress and for updating skill and knowledge. Executive cannot achieve progress of the their organisation on their own, however intelligent, wise and vibrant they may be, without the help of their employees. Therefore credibility and worthiness of these HRD professionals are proved only when how they with existing resources, and without calling for many new and additional resources can motivate and mould the attitude of employees to work according to the expectation of their organization. Presently expectation of most organization is that, they are experiencing new situation. Understandably the situation is very alarming and breathtaking. As survival of the fittest the Darwinian slogan is the truth for many organizations.

Anandaram (1996) states a practical experience of an industry, this industry had earlier good market and success, but due to the entry of high profile products, many of the company's traditional customer had started looking for alternatives and the company had begin losing its market. The management started wondering what corrective action could be taken. It was first thought of introducing skill development and quality improvement oriented training activities for the workman. A new training manager was appointed who introduced three programmes. Technical upgradation, skill improvement programme, both could not evoke proper response. Later general development programmes were tried for the overall development of the workers. Wide ranges of topics were covered namely, quality, productivity, cost reduction, industrial relations, and the market scenario. And sometime
study visit to the other factory of interest 2 hours daily during working hours, over a period of 6 to 8 weeks for each batch of 16 participants, in about two years over 25% of the workmen covered by the programme. The analysis of total feedback showed that nearly 80% rated the programme as excellent.

The industries are guided by the basic principles of creation of work, improvement in the efficiency and in quality of production as well as technological upgradation in industry and infrastructure. This strategy would require the use of less capital intensive and more human intensive technique and shift in investment priorities towards manufacturing and producing goods and service for the benefit of largest number of people. This however requires, active moment of people, this emphasises the need for mobilizing all human resources, upgradation of efficiency, and quality control. Industry is the main source user and diffuser of technology. It fosters technological dynamism and productivity growth. For developing countries, it is a powerful engine of economic growth and structural transformation, and a driving force in achieving sustainable industrial development.

Organization development relate to develop all the employee of the organization including managerial and supervisory category, supervisory training has also become important, since this category has to know the basics of behavioural sciences, to motivate the employees, working under them. Supervisors are directly related to the issue of motivation and technology transfer to operators. This signifies the role of training essential for them as they are crucial link between workers and managers.

Burkhard, Trish and Meigs (1986) state about a study conducted regarding state of employee training in the U.S. Companies. This study
conducted by Opinion Research Corporation (ORC) and sponsored by the American society for training and development (ASTD). ORC compiled a telephone survey designed to take data that would provide a comprehensive and national perspective on employee training in America. The study was done in the last three weeks of December 1985 and in the first week of January 1986. About 756 telephone interviews were completed with training and development executives from a random stratified sample. Survey covered the topics like corporate training and development philosophy. Current and future role of commercial training suppliers. Roles of trainee in organization today. The practice of needs assessment for training programme design. Instructional technologies in use today and their effectiveness. Budgetary trends, Computer aided instruction, Evaluation of popular and emerging training methods and materials. Study revealed that most respondents indicated the employee training as an integral part of human resource as well as corporate development agenda.

Singh (1997) conducted a study in five districts of Haryana in the Department of Agriculture. Nine dimension of effective team building were studied like, clear objectives and agreed goals, 2) Openness and confrontation 3) support and trust 4) co-operation and conflict 5) sound working and decision making 6) appropriate leadership 7) regular review 8) Individual development 9) Sound inter-group relationship. This study was done in the five selected districts namely, Karnal, Kurukshetra, Kaithal, Ambala and Yamuna nagar. Study revealed that leadership quality should be developed among the trainer for organizing effective fortnightly training programmes, This study has also further revealed that, Team building has became an important component of managing training programme in different sectors. Training is an activity, which involves a team of trainers; unless the members of the
training team are well acquainted with the characteristics of an effective team. Training programme cannot be conducted effectively.

William James of Harvard University, U.S.A estimated that employees could retain their jobs by working at a mere 20-30 percent of their potential. His research led him to believe that of these some employees were properly motivated, they could work at 80-90 percent of their capabilities. Motivation and enhanced productivity could be well used for such improvements in employee output. Training could be one of means used to achieve such improvements through the effective and efficient use of learning resources.

Krishanan (1993) argued very clearly that how planned training effort promote industrial safety. This he stated through presentation of a case which occurred in industry. An inexperienced and untrained workman without knowledge about handling of tools and equipment at work, handled the tools and unfortunately met with an accident, and lost his life. Many mishaps like this and cases occur everywhere and what is required is trained personnel which will be beneficial to both employee and employer. Krishanan further states technical skill is more required for the non managerial personnel, whereas supervisory and managerial skill is required for managerial personnel. Therefore training is required for every person of the organization. Training is required for those personnel on their induction into the organization, refresher training is required for those on assuming the new assignment. Like wise on several other occasions also training is required.

Anwar Yousuf (1996) opines that democracy at work place is necessary, which means that all workers are considered to be capable of making responsible and thoughtful decisions about how the task is
to be completed, also worker has a right to participate in the decision making process. A study conducted by him on quality of life scale was administered individually to 73 doctors of the Patna Medical College and Hospital in Bihar. The study revealed that, if the activities at work were found routine and boring, the present job was also considered as frustrating. Those who reported being happy in their personal life were happy in their friends circle, those who were using their skill and abilities at work were found enjoying the best possible work life presently. The extent of feeling of successful work life was found to be related to the quality of work performance. If the supervision was good, the present jobs also gives a sense of accomplishment. Most of the respondents' activities at work were routine and boring yet they felt happy because the people on the job were helpful and they were pleased with their work life at that time. This reveals that a satisfied man alone can perform better on his job. Therefore employee skill development and training becomes necessary to help an employee to get adequate knowledge about his job which is helpful for him to perform his job much better.

Yesudian (1987) study has pointed out that training intervention in hospital administration has proved successful and has brought many changes in it. In view of the dearth of the managerial trained personnel in hospital, administration found it difficult to manage efficiently their hospital. Therefore to augment this need, Tata Institute of Social Sciences, Bombay now Mumbai took the initiative and evolved a carefully planned training programme for hospital administrators. The unit for extramural studies of the institute started one-year academic programme leading to certificate in hospital administration.

Later on a study conducted to find out impact and the utilities of such training programme both to the trainees and to their respective
organization. The universe of the study was restricted to the first four batches of trainees who successfully completed the training programme, there were 49 persons. A questionnaire was mailed to them to respond; twenty-eight trainees responded to the questionnaire. Of which 18 respondents were sponsored by their employees; majority of them represented government hospital by their respective employer to train their administrator in managerial skill. Interestingly the key findings of the study found were, Positive change in the style of work amidst various personnel. The training programme had contributed positively towards the development of decision-making skill. Another area of improvement was the development of team approach, the respondents gained the problem solving skill, and leadership quality of taking initiative. A good majority of respondents could use the training in their work place. It was found that knowledge of personnel management very useful to their work situation and they were convinced of several utilities of training. In turn they got motivated to organize in-house training programme for subordinate colleagues to bring change in them.

Muthuraman (1995) endorses an outstanding view regarding training and thus states that a continuous improvement in the quality of work performance can be achieved through appropriate training programmes. It is thus concerned with the wielding a proper co-ordination between two inputs like organizational effectiveness: people and technology. Before employees can perform their tasks properly, they must master the special technology used by their organization. Training is a learning process where both labour and management work together aiming at goals of the organization.

One of the issue which confronts big way for training is high expectation or immediate returns, from all concerned, even few studies
have revealed many of the training programme conducted aiming to increase merely physical skill of doing job. (Sodhi, 1988) revealed that "The training programme designed to impart training to employees is not merely concerned with increasing the physical skills of doing a job, but it has also to cover work motivation, attitudinal change, entrepreneur qualities and some of the personality trait." Quite rightly this is where most of the organization desperately fail, because most of the training programmes are inclined to increase merely physical skills of doing a job, but lack attempt to build attitude commitment, loyalty, understanding with job.

**Significance and Need for the Present Study**

Research in HRD and training as mentioned in the foregone pages, has concentrated on many facets and issues. The present study makes a sincere and humble effort to find out the importance given to training, determination of training need, its effectiveness in terms of building competencies of employee, its utility, training method, role of trainer, evaluation techniques etc. This study also make an effort to know the understanding of employees regarding HRD, and related technique of employee development, employee motivation, and involvement in the implementation of HRD pursuits and also to make an enquiry regarding the change in the attitude among employees.

A new wind is blowing through management literature in recent decade which is fast driving out the traditional term personnel management and substituting a new term the human resource development: HRD, is a system of developing in a continuous and planned way the competencies of individual employee, the group and the total organization to achieve organizational goals. The primary objective of any organization is to produce a quality product or to
provide service, which should meet the well defined needs, satisfy customer expectation. The organization also needs to maintain desired quality at minimum cost by efficient utilization of its technological, human and material resources.

The present trend is towards downsizing workforce, cost reduction, quality improvement, enhancement of productivity, multiskilling technique through extensive training and retraining methods, job rotation, technique of teamwork emphasis for forming quality circles, improvement of organization culture and employee development have also been on the task agenda. Presently employees are not merely looked upon as a factor of production. The attitude of management has been more soft and considerate towards employees. Employee development has been on top priority of corporate agenda. Training and development programmes are used for the cause of employees development. Industries have gained an understanding that their survival is at stake if they view their employee in isolation. This can be overcome if they join hand with them, trust them and strongly believe in their potential to change and develop. Industries are in the quest to develop their human resource. Therefore it is one of this reasons that has motivated researcher to take up research work in the area of HRD and employee training, to understand these practices in the different industries.

Liberalization in India has thrown open new challenges for industry in terms of competition, both within and outside the country, necessitating production of quality goods at lowest possible cost. Needless to say, technology has a major role in changing the complexion of industry. In any case, the emerging trends have not only tuned the spotlight on India, for investments in industry and technology, but have made the industries to make investment in their human resources. The dimensions of ingredients like natural
resources, capital, technology, and human resources coupled with the liberalized environment, have made industries a prime of investments to develop their human resources.

This research work aims at to study and understand the problem and answer the questions that have been raised. Thus, the area of enquiry on hand includes the study relating to HRD and training practices of different industry, Therefore it focuses its attention on many vital aspects of training, such as, which method of training is suitable to workman and why, Approach of the training, whether it relates only to increase physical skill of doing a job, or whether it endeavors to build favorable attitude in trainees who undergo training. Other issues under the study are attitude of organization policy makers, how they view this function whether as more strategic or not, also what is the role of the supervisors who are stationed between employees and management, how they play their strategic role in imparting necessary training to employees for better performance especially to the low performers, and how training is evaluated, what criteria are mainly taken into consideration, and finally training programme, evaluation and feedback. In this research study an attempt is made to find adequate answers to all these questions.

The present study makes an effort to find out the importance given to training, determination of training need, its effectiveness in terms of building competencies of employee, its utility, training method, role of trainer, evaluation techniques etc. This study also makes an effort to know the understanding of employees regarding HRD, and related technique of employee development, employee motivation, and involvement in the implementation of HRD pursuits and also to make an enquiry regarding the change in the attitude among employees. And finally the implications include professional social work measures and their utility if required, just in case.