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2.3 SUMMARY OF THE CHAPTER
2.0 INTRODUCTION

This chapter deals with the review of related literature for the present study. The studies on HRD and its practices which have been carried out both in India and other countries by esteemed professionals in the field are presented here. The review of related literature are collected from books, journals, periodicals, project reports, related unpublished and published dissertations and related papers. These reviews of related literatures give a view to the researcher in the conceptual analysis of the topic and for framing objectives and hypotheses and for identifying variables etc.,

2.1 FOREIGN STUDIES ON HRD PRACTICES

2.1.1 Studies Related to General HRD Practices

Saru Essi, (2007), studied Human Resource Development (HRD) and Organisational Learning (OL) issues in a small expert organisation. It is descriptive in nature and the aim is to find out whether the existing HRD and OL practices are relevant and appropriate in the small context. The results reveal that small organisations do consider HRD to be an issue, even though it may not be as visible or official as in larger companies. The HRD, OL or strategy issues merge into the territory of just one man. The case organisation represents the small firm sector very well. Current literature has established that the models designed for larger organisations are not directly applicable to the small context. Future research should concentrate on finding out what model SMEs use for the development of human resources. This study cannot be generalised because, at this point, it is a single case study, the paper suggests that there is a lot a small organisation can do in terms of human resource practices, even without vast resources.

Ghebregiorgis, Fitsum, Karsten and Luchien, (2006), examined the challenges and prospects of Human Resource Management (HRM) in a developing-country context. It focuses on contextual factors and employee involvement in analysing HRM to provide
theoretical insights. To explore the above theme, on-site interviews were carried out with general managers, human resource professionals, line managers and union leaders in eight firms. Furthermore, a sample of 252 employees was included, thereby contributing to the generalisability of the findings. This article provides substantial and current information on HRM knowledge and practices in Eritrea. The paper argues that some contextual variables impose certain challenges to HRM practices. However, evidence also reveals that the concept and knowledge of HRM practices, such as training, recruitment, compensation, employee participation, performance appraisal and reward systems, are in place with some indicators of local influence. In light of the above findings, the article informs multi-national companies that transferring managerial expertise to Africa may not necessarily be required, as the knowledge already exists there. A major limitation may derive from the use of convenience sampling in selecting the firms, but extreme caution is taken to get a faithful representation. Contrary to the dominant view that African management is characterised by authoritarianism, this study shows the participative style of managers. Moreover, it incorporates the attitudes and perceptions of employees, a generally neglected part of HRM studies.

Shipton, Helen, Michael A., Dawson, Jeremy Birdi, Kamal, Patterson and Malcolm, (2006), suggested that there is growing evidence available to suggest that HR practice is an important predictor of organisational performance. In this article, we argue that HR practices also have the potential to promote organisational innovation. We describe a longitudinal study of 22 UK manufacturing companies and examine the relationship between such practices and product and technological innovation. Results reveal that training, induction, team working, appraisal and exploratory learning focus are all predictors of innovation. Contingent reward, applied in conjunction with an exploratory learning focus, is positively associated with innovation in technical systems. Furthermore, training, appraisal and induction, combined with exploratory learning focus, explain variation between companies in product and technological innovation above and beyond the main effects observed.
Arif Hassan, Junaidah Hashim and Ahmad Zaki Hj Ismail, (2006), measured employees' perception of Human Resource Development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system, and to examine the role of HRD practices on employees' development climate and quality orientation in the organization. A total of 239 employees belonging to eight organizations (four of them ISO certified) responded to a questionnaire which measured the following variables: career system, work planning system, development system, self renewal system, and HRD system. Results indicated large inter-organizational differences in HRD practices. In general, however, employees' ratings were moderate. ISO certified companies, compared to others, obtained higher means on some HRD variables. Organizations with better learning, training and development systems, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, reward and recognition systems. Comparison between ISO and non-ISO certified companies did yield some significant differences, yet it was difficult to conclude that the differences were due to ISO certification alone as organizations in the sample were not matched. The findings can be used by HR practitioners and scholars in building management concerns and advocacy for better HRD systems and practices.

Andrew Neal, Michael A. West and Malcolm G. Patterson, (2005), examined whether the effectiveness of Human Resource Management (HRM) practices is contingent on organizational climate and competitive strategy. The concepts of internal and external fit suggest that the positive relationship between HRM and subsequent productivity will be stronger for firms with a positive organizational climate and for firms using differentiation strategies. Resource allocation theories of motivation, on the other hand, predict that the relationship between HRM and productivity will be stronger for firms with a poor climate because employees working in these firms should have the greatest amount of spare capacity. The results supported the resource allocation argument.
**Tara Fenwick, (2005),** Critical Human Resource Development (HRD) appears to be a newly emerging interest in HR study. Informed by literatures in critical management studies and critical pedagogy, this article proposes foundations and practical implications towards further developing critical HRD as one stream among existing theories and practice of HRD. Precepts for critical HRD may include purposes of workplace reform aligned with equity, justice, and organizational democracy; knowledge treated as contested, political, and non-performative; inquiry focused on denaturalizing organizational power and knowledge relations, and methods of reflexivity and critical challenge to prevailing conditions. Both theoretical and practical dilemmas of critical HRD are explored. Finally, drawing from existing examples, possible configurations of a critical HRD are presented as these might play out in contexts of organizational practice, academic study, and professional education.

**Sleezer, C.M., (2004),** observed that adult learning theory and practical research in the field illuminate the processes by which adults acquire knowledge and skills and apply new learning in many venues. One important venue for the application of learning is the workplace. In spite of the frequency with which Human Resource Development (HRD) professionals say they rely on adult learning, the contributions of adult learning theory and research to HRD theory, research, and practice have never been fully explored. No comprehensive and comparative analysis and synthesis demonstrates how adult learning theory informs HRD theory, research, and practice. This issue is dedicated to filling a gap in the HRD literature by presenting the major adult learning theories and drawing implications for the field.

**Van Woerkom, M., (2004),** documented that adult learning theory and HRD are both concerned with the learning processes of adults. But where adult learning theory concentrates fully on individual outcomes of learning, HRD always deals with the dilemma between individual and organizational outcomes. The concept of critical reflection, as developed within adult learning theory, contributes to HRD by showing the importance of both problem solving and problem posing for individual and organizational performance. The concept of critically reflective work behaviour seems
to be a bridge between individual learning and organizational learning. Dimensions of critically reflective work behaviour, like reflection on the self in relation to the job, critical opinion sharing, asking for feedback, and challenging groupthink, not only prompt individual learning processes but also enable workers to optimize work practices or to critically analyze and try to change organizational values, thereby initiating double-loop learning processes at the organizational level.

Pawan S. Budhwar and George Boyne, (2004), compared Human Resource Management (HRM) practices in Indian public and private sector organizations. The investigation is based on a questionnaire survey of 137 large manufacturing firms (public sector=81; private sector=56). The key areas of analysis include the structure of Human Resource (HR) department, the role of HR function in corporate change, recruitment and selection, pay and benefits, training and development, employee relations and emphasis on key HRM strategies. Internal Labour Markets (ILMs) are used to make the comparative analysis. The statistical results show a number of similarities and differences in the HRM systems of Indian public and private sector organizations. Against the established notion, the results of this study reveal that the gap between Indian private and public sector HRM practices is not very significant. Moreover, in a few HR functional areas (for example, compensation and training and development), Indian private sector firms have adopted a more rational approach than their public sector counterparts.

Trehan K., (2004), documented that Human Resource Development (HRD) occupies some interesting educational territory. Given the rapid pace of development and innovation in education and in the practice of HRD, coupled with alternative approaches to learning, a re-evaluation of HRD might be expected to be a prominent feature within discussions of the future practice of HRD. However, while there has been a growing demand in the academic literature of the last few years for management educators to engage more critically with their subject than has been the tradition in business schools. The case has been argued for strengthening the critical perspectives in contributory disciplines within management and for a revision of management more
generally. Yet, while examples of critical pedagogies are accumulating, they seldom exhibit corresponding changes in HRD practices. Where HRD does depart from mainstream practices, alternatives are typically based on humanistic student-centred aspirations for social equality, rather than on an analysis of HRD in terms of power, politics and social dynamics. The intention of this paper is to highlight what is not being talked about in HRD in order to illuminate the importance of power to the study of HRD. The paper will explore the significance of power in HRD, drawing on ideas from critical and postmodern perspectives. By illuminating social and power relations embedded within HRD practices, the aim is to present a more contextualised and processual account than the proceduralist recipes that currently dominate the study of this vital aspect of educational and organisational practice.

Chen, Hsin-Chih, (2003), observed that Human Resource Development has historically made a large contribution to Taiwan’s economic growth. Organizations in Taiwan perceive training as one of their top priorities to maintain their competitive advantage. Although many organizations have spent considerable money on training, there has been a lack of a comprehensive, generalizable, psychometrically sound instrument to investigate transfer of learning in Taiwan. This study cross-culturally validated the constructs of the Learning Transfer System Inventory (LTSI) for use in Taiwan. By doing so, HRD practitioners in Taiwan can benefit by having an instrument to diagnose intervening variables and improve individual performance.

Collings, David G., (2003), examined the extent to which the Human Resource Development (HRD) and labour market dynamics of a US multi-national subsidiary in Ireland are influenced by global and local factors. Specifically the study examines the dynamic between central control and subsidiary autonomy in relation to HRD and labour market management. Using a single case study, the author explores the extent to which the subsidiary is constrained or enabled by virtue of its US heritage, and the relative impact of the Irish environment on its operation. The findings indicate that the subsidiary possesses considerable autonomy in relation to content aspects of HRD interventions while corporate interest was primarily focused on budgetary issues.
Turning to labour market management, it is argued that the subsidiary's long-term focus is characteristic of the welfare capitalist approach to HR management. The main manifestation of this approach in the case has been outlined, while also acknowledging the impact of sectoral and company specific factors in shaping HRD and labour market management in the subsidiary.

**Jeffrey Gold, (2003),** analyzed that HRD is an organization’s investment in the learning of its people and acts as a powerful signal of its intentions:

- By replacing the words ‘training cost’ with ‘investment’, there is an indication that a longer-term view is being taken, particularly with respect to the outcomes of HRD.
- HRD acts as a triggering mechanism for the progression of other HRM policies that are aimed at recruiting, retaining and rewarding employees who are recognized as the qualitative difference between organizations.
- HRD is crucial for organizations seeking to adopt a ‘high-road’ HRM strategy engendering the conditions whereby loyalty and commitment towards an organization’s aims can be encouraged.

In recent years, HRD has moved beyond a narrow conception of training and development and many organizations now attempt to take a holistic view that embraces the idea of learning at individual and organizational levels as a crucial source of competitive advantage.

**Ronald L. Jacobs and Christopher Washington, (2003),** examined the relationship between employee development and organizational performance. The research supports the commonly held belief that employee development programmes make positive contributions to organizational performance. However, there continues to be limited information beyond this basic relationship. From an HRD perspective, research on employee development seems an area of high importance. Employee development means more than helping employees become continuous learners, regardless of the
requirements of the organization. To be beneficial for both individual employees and organizations, research on employee development should seek greater understanding about the wide range of conditions within which employee development programmes exist in organizations. Undertaking the three proposed research directions would do much for improving organizational performance in the long-term.

Erman Iswandi Othman, (2003), examined the extent and emphasis of changes that taken place in Japanese companies in order to regain its competitiveness and in coping with the slowing down of country’s economy, worsening employment situation and the high wage structure. Its extend of exploration covers the area of altering employees behaviour for performance through re-engineer the Human Resource System such as job design, compensation, performance appraisal and training and development. The findings will be based on the qualitative data and concluded that there have been a shift from the Japanese traditional human resources practices to a mixture of Japanese and western style human resource practices. This case study proposes that to keep up with the changing business environment, the appropriate human resource systems and practices need to be improvised. And in doing so, the human resource management systems and policies should be coherent with the management of change and that changes in any one aspect of human resource management requires that changes in other aspects as well.

Yan Y., (2003), presented a comparative study of the effects of national origin, a company’s strategic orientation and its investment profile on preference for the application of Human Resource Management (HRM) practices as conducted in International Joint Ventures (IJVs). The approach extends understanding by offering a broader exploration of how national differences generate additional barriers that impact on specific HRM practices. The evidence from the study presented suggests that there is little support for national origin being a major independent influence. National distinctiveness does define the types of integration between parent companies and IJVs, but these collaborations do not necessarily reflect any specific national institutional bias. Examination of eighty-seven IJVs suggests that IJV management has a high
degree of organizational autonomy in the implementation of a company's task-related inputs regardless of the national background of the foreign partner. The presence of a company's task-related effects on HRM practices plays a significant contextual role where the major attributes are the technology, management development and the compatible use of an IJV's resources. The results confirm that there is little evidence to suggest that partner-related influences derived from the partners' complementary resources and competences in the field of HRM development that are national origin specific have had significant influence over HRM development in the IJVs studied.

Currie G. and Procter S., (2003), examined the interaction of human resource policies and practices with the implementation of team working. Put simply, do certain human resource policies and practices support the implementation of team working? Do certain human resource policies and practices work against the implementation of team working? It utilizes an illustrative case from the UK public sector - the Inland Revenue, the UK tax assessment and collection agency - to address the research question. The case of the Inland Revenue gives support to the argument that it is necessary to identify and understand the differences between a variety of forms of team working. With the variation in forms of team working that are implemented, there may be variations in the human resource management context. In short, a contingency approach to the interaction of the implementation of team working with human resource policies and practices may be appropriate. In the case, team working was implemented to facilitate the introduction of a new tax regime in the face of reduced numbers of middle managers and clerical employees, and certain human resource policies and practices had an effect upon its implementation. These were front line manager selection and development in particular, while team member selection and development and employee relations appeared less important.

Whittake S. and Marchington M., (2003), investigated the devolution of Human Resources (HR) responsibilities to the line within a large food manufacturing company. A total of 13 senior/board level line managers took part in this study. Records questionnaire and interview data with reference to line manager perceptions of their
involvement in HR activities. Of interest is the finding that the line managers claimed to be satisfied with the HR responsibilities that have been devolved to them and are keen to take on activities that relate explicitly to the development of their team. Most line managers report working closely with their HR counterparts and see the configuration moving towards a partnership. The line managers' main concern is that a lack of support from HR during the delivery of the service can detract from the overall effectiveness. They also note that junior level line managers are likely to feel less supported by HR and comment that it is merely their high level position that drives the HR-line partnership in their situations. Suggests that this research will act as a first step in exploring the relationship between varying levels of line managers and their HR counterparts in order to ascertain whether the higher your status in the organization, the better your relationship is with HR.

Rosemary Batt and P. Monique Valcour, (2003), explored the relationship between human resources practices and three outcomes of interest to firms and employees: work-family conflict, employees' control over managing work and family demands, and employees' turnover intentions. We analyze three types of human resources practices: work-family policies, human resources incentives designed to induce attachment to the firm, and the design of work. In a series of hierarchical regression equations, we find that work design characteristics explain the most variance in employees' control over managing work and family demands, whereas human resources incentives explain the most variance in work-family conflict and turnover intentions. We also find significant gender differences in each of the three models. Our results suggest that the most effective organizational responses to work-family conflict and to turnover are those that combine work-family policies with other human resources practices, including work redesign and commitment-enhancing incentives.

Gamble J., (2003), observed that substantial effort has been devoted to exploring the transfer of human resource management practices within multi-national companies. Particular attention has been paid to countries with 'strong' HRM traditions, to transfers between economically developed countries and to firms in the manufacturing
sector. This paper addresses the transfer of a British-owned retail firm's HRM practices from the United Kingdom to the People's Republic of China. From a variety of perspectives the expectation might be that the transfer of parent-country practices in this instance would be limited: HRM has not been considered a particular strength of UK firms; retail firms operate in a multi-domestic context directly serving local customers rather than as part of an integrated international production network; and there is a high cultural distance between the UK and China. When this multi-national retailer entered the China market the express intention was to replicate as nearly as possible the management style of its UK stores. This paper examines the extent to which the firm's parent-country HRM practices, which the company increasingly considers as a key source of competitive advantage, have in fact been transferred to the Chinese stores. The paper seeks to provide fresh insights on the phenomenon of transfer by adopting a qualitative case study approach. This study also focuses on shop floor employees' perspectives rather than purely the view of managerial staff, as has tended to be the case. Several aspects of HRM transfer are explored briefly: communication with the workforce, work pattern, age composition of the workforce, reward system, training, and employee representation. Attention then focuses on the transfer of the firm's relatively flat organizational structure to a country which is perceived to place a high value on hierarchy, and where hierarchies tend to be quite rigid and clearly demarcated. This provides useful insights into the nature of the transfer process. It is suggested that structural dimensions such as the country of origin, the degree of international production integration and the nature of product markets appear to have less utility in explaining the transfer of HRM practices than institutional and cultural features of the host-country environment and, above all, specific firm-level practices and the presence of expatriates in key management roles.

Paul Iles and Maurice Yolles, (2002), observed that knowledge is increasingly claimed to be a key critical resource and source of competitive advantage in the modern global economy, especially with the rise of the service economy, the growth in the number of 'knowledge workers', the increasingly rapid flow of global information, and the growing recognition of the importance of intellectual capital and intellectual
property rights. It is also increasingly claimed that all organizations will have to excel at creating, exploiting, applying, and mobilizing knowledge. The resource based view of the firm suggests that organizations will need to be able combine distinctive, sustainable, and superior assets, including sources of knowledge and information, with complementary competencies in leadership and human resource management and development to fully realize the value of their knowledge. Issues include how organizations should be structured to promote knowledge creation and mobilization and how to develop a culture and set of HRD policies and practices that harness knowledge and leverage it to meet objectives. It is often asserted that many Small and Medium Enterprises, (SMEs) in particular appear to be failing to exploit the information, knowledge, and skills in the Knowledge Base (KB) embodied in higher education, research institutes, and large companies. Technology translators, able to act as intermediaries between the SME and the KB in a sense, as brokers and facilitators of learning, using interpersonal, creative, and functional skills were seen as one response to this challenge. This paper describes one project aimed at developing such 'technology translators', and presents a model of viable knowledge management and HRD in SMEs developed after critical reflection on this case study. A research agenda for the study of SME-HE collaboration and other kinds of partnerships, such as alliances, mergers, and joint ventures, using the knowledge-creation cycle and knowledge typology developed in the paper is also outlined.

Frank M. Horwitz, Victoria Browning, Harishi Jain and Anton J. Steenkamp, (2002), reported that while there is some level of isomorphism and convergence in HRM practices, country-specific differences remain, notwithstanding globalization and the influence of increasingly powerful multi-nationals. Much work has occurred on diversity management and cultural aspects of management in South Africa (SA). This analysis finds that local institutional context in labour relations and particularism in practices remains important, although the influence of convergent forces such as globalization, information technology and increased competition has become much more prominent in post-apartheid SA. Human resource practitioners in SA see the most important workplace challenges as performance improvement, employment equity,
training and development and managing trade union expectations. This article critically evaluates the effects of recent legislative measures, particularly labour court and arbitration awards aimed at addressing the adverse impact of past unfair discrimination on pay practices and skills development. The latter are found to be interrelated, sensitive and difficult areas of discrimination in respect of legal proof.

Reid Bates, Hsin Chih Chen and Tim Hatcher, (2002), represented an initial effort to identify and measure a set of values that reflect the goals that Human Resource Development (HRD) scholars and practitioners believe HRD should strive to achieve. Six values reflecting two value facets (locus of HRD influence and HRD outcomes) and a seventh value that relates to a perceived normative component inherent of HRD activity were identified and measured. Results indicated the value scales measured individual value priorities of HRD scholars and practitioners, and that the structure of these value priorities varied as a function of individual differences.

Dirk Buyens, Karen Wouters and Koen Dewettinck, (2002), presented the general findings and some country specific differences for Belgium. The study aimed to answer the following questions: How do HRD departments in learning-oriented organisations envision their new role in stimulating and supporting employees to learn continuously? What strategies do HRD departments adopt to realise their envisioned role? What inhibiting factors do they encounter when trying to realise their new role? A survey held among a group of 165 companies, 39 of which are located in Belgium, made clear that the Belgian HRD professionals do not position themselves on the first place as strategic partners in realising the business. Also the results concerning the strategies do not disclose a picture of highly innovative HRD practices. However, the professionals indicate that strategies to support the business and to stimulate learning and knowledge sharing will become increasingly important strategies for the future. The factors that appear to hinder the change process most strongly are a lack of time on behalf of the employees and managers, a lack of clarity on HRD's role, insufficient learning culture and low flexibility of the organisational structure.
Frank M. Horwitz, Victoria Browning, Harish Jain and Anton J. Steenkamp, (2002), reported that human resource practitioners in South Africa see the most important workplace challenges as performance improvement, employment equity, training and development and managing trade union expectations. This article critically evaluates the effects of recent legislative measures, particularly labour court and arbitration awards aimed at addressing the adverse impact of past unfair discrimination on pay practices and skills development. The latter are found to be interrelated, sensitive and difficult areas of discrimination in respect of legal proof.

Susan Hetrick, (2002), explored the emergent meaning of HRM as a set of concepts, policies and practices in MNC subsidiaries in a post-command economy, Poland, between 1996 and 1999, and examines the transfer, or not, of Western HRM ideas. The article is based on research comparing the processes, policies and practices for managing employees in ten MNC subsidiary units through semi-structured interviews, observation and documentary evidence. First, the evidence shows that in Poland, HRM is an 'imported' concept. Within MNC subsidiary companies in Poland, it is seen as 'Anglo-American' and quite unlike that existing within Polish firms. Second, MNCs are increasingly aware of how HRM, as both function and practice, is one of the key control mechanisms integrating employees across national boundaries. Third, expatriate managers further enforced this key control mechanism in a number of ways: as 'role models', displaying the appropriate company behaviours, values and way of doing things; as 'fixers', adapting corporate values and mission statements; as 'key actors', enacting the HRM practices; as 'networkers' or 'boundary spanners' connecting local managers with other parts of the company; as 'agents of the owners', ensuring that the new subsidiary company could be trusted; and as 'coaches' or 'mentors' transferring knowledge to local managers.

Tjepkema et al., (2002), studied on the role of HRD within organisations in creating opportunities for life-long learning: Concepts and practices in seven European countries. The research shows the need for a clearer status of HRD within HRM and for significant improvements of HRD tools, techniques, types of interventions, self-
assessment of goals and results. Such a status and improvements should be based on further growth of important issues, such as self-awareness of possibilities and limits of HRD function by the side of its members up-dating of professional skills, especially regarding the interpretation frames of the evolutionary realities in which HRD activities takes place. The crucial precondition is that HRD functions should increase their strategic orientation in order to being involved in strategic processes. HRD professionals are challenged to continuously evaluate and redefine their activities in order to meet these strategic requirements. However, these rather strategic aspects have not been investigated in detail so far.

Daniel Z. Ding and Syed Akhtar, (2001), examined the effects of an organization's contextual variables on the choice of Human Resource Management (HRM) practices to secure, nurture, reward and retain managerial employees. The contextual variables included organizational characteristics (ownership, age and size), on the one hand, and its competitive strategies (innovation, quality and cost) and the strategic role of the human resource function, on the other. Data were collected through a questionnaire survey of general managers and human resource directors from 326 joint ventures and state-owned enterprises located in Shanghai, Nanjing and Guangzhou, three major cities in China. Using structural equation analysis, we examined both the direct and indirect effects of the contextual variables on HRM practices. The indirect effects were measured through the strategic role of the human resource function. Results indicated that ownership and the strategic role of the human resource function were key variables in explaining an organization's choice of HRM practices. Age and size of the organization had limited effects. Compared with cost and quality strategies, the innovation strategy affected HRM practices, both directly and indirectly, indicating the increasing dynamism of the Chinese economy in its move towards a market orientation.

Keld Laursen and Volker Mahnke, (2001), argued that complementary human resource practices play an important role in the development of a knowledge based theory of firm. In general, such a theory might be advanced through investigating complementary co-ordination mechanisms as components of governance structures. In
particular, human resource practice combinations contribute as coordination mechanisms to organise knowledge creation and exploitation in complex social relations. Yet, little is known about why and how innovation strategies and activity systems of different firm types relate to combinations of human resource practices. We address this gap by investigating the impact of firm types and knowledge strategies pursued on the application of human resource practices in a multi-sectoral sample of 684 manufacturing and 1,200 non-manufacturing firms. We find that the adoption of practices applied differ with the characteristics of knowledge strategies and with firm types. In addition, after controlling for these differences, we find that complementarily effects among practices are present in varying degrees. The implications of our findings include that there are fewer restrictions to combinations of coordination mechanisms than widely assumed.

John P. Morgan, (2001), studied on “HR practices for high performance organizations” and found that greater employee involvement can only be achieved through a carefully managed process that strives for participation by integrating the individual with the organisation to achieve high productivity and competitive advantage. This process involves restructuring the work so that it is challenging, interesting, and motivating as possible. Employees at all levels are given power to influence decision-making, they are given information about the organisation’s operations and performance, and they are trained so that they can operate with a proficient understanding of the business. However, high quality employees do not assure an organisation of having a sustainable competitive advantage or even a short-term advantage. If employees are poorly motivated or if the correct organisational systems are not in place, the employees’ talent may be wasted or lost to competitors. Also, leadership is critical to the sustainability of an organisation and it needs to be recognised that the leaders of organisations now require new skills and competencies. Old styles of leadership, reinforced by traditional bureaucratic hierarchies, are no longer appropriate to Australian organisations that now face the challenges of competing in global markets and rapid technological change.
Budhwar, P. S. and Khatri N., (2001), traced the major developments in the field of human resource management briefly and then highlights the need for more cross-national HRM studies. The results from two parallel surveys of matched Indian and British organizations are presented. The main aim of the surveys was to examine a wide range of HRM policies and practices in a cross-national comparative context. The surveys were run in six industries in the manufacturing sector. The study controlled for a number of variables such as size of the organization, product, and industry sector and personnel participation. Influence of a number of contingent variables (such as age, size, nature and life-cycle stage of the organization, presence of unions and human resource strategies) on HRM policies and practices is analyzed. The study finds significant differences in recruitment, compensation, training and development and employee communication practices between India and Britain.

Charles Parsons, (2001), observed that workplace organization and human resource practices in the pulp and paper industry that will be directed towards the industry's traditions and experience. This industry, a major manufacturing branch of production, has undergone major changes in recent years, owing to far-reaching shifts in process technology, labour relations, regulatory environments, and industry consolidation. Because of the industry's economic difficulties, its financial performance has been much scrutinized. Yet its human resource practices have only seldom been the object of systematic empirical research. The absence of such research has carried with it two different sorts of costs. First, although labour represents a small proportion of mill operating budgets (typically between 15 to 20 per cent), even small variations in employee attitudes and behaviours are likely to have major effects on the performance of production units. Documenting the performance-related impacts of innovative HR practices will therefore be of practical importance to management and labour union officials alike. Second, and in more theoretical terms, neglect of the paper industry has led scholars to overlook a potentially rich source of data with which to address a number of substantive questions relating to workplace change that are of interest to students of manufacturing operations in the United States.
Alexander Ardichvili and Alexander Gasparishvili, (2001), documented issues and problems faced by the Human Resource Development (HRD) system in the Russian banking industry, and identify future trends for the development of this system. The study was conducted in 1998; it was based on a mixed-method methodology and included seventy large and medium-sized banks from six regions of Russia and forty-five educational and training institutions. Some of the themes that emerged were: in Russian banks, HRD was a part of 'personnel management', and not a function in its own right; HRD was regarded as a part of a larger lifetime education system; there was a stronger emphasis on selection and recruitment than on training and development or assisting personnel in realizing their long-term growth potential; training and development activities had a higher priority than organization development; there was a growing trend towards the use of learning technologies in medium-sized banks; in general, to provide outside training, the bank executives placed a higher trust in state-owned institutions than in private ones; the majority of participants had a goal of creating internal training centers in the future; a turbulent political and economic environment was regarded as a major barrier in the development of the banking education and training systems; another serious problem was the lack of instructors with practical experience.

Chris Collins Ken, G. and Smith Cynthia Kay Stevens, (2001), examined the relationship among key HR practices (i.e., effective acquisition, employee-development, commitment-building, and networking practices), three dimensions of knowledge-creation capability (human capital, employee motivation, information combination and exchange), and firm performance. Results from a sample of 78 high-technology firms showed that the three dimensions of knowledge creation interact to positively affect sales growth. Further, the HR practices were found to affect sales growth through their affect on the dimensions of knowledge-creation capability.

Olga Tregaskis, Noreen Heraty and Michael Morley, (2001), concentrated with how MNCs (Multi-National Corporations) differ from indigenous organisations in relation to their Human Resource Development (HRD) practices, and whether this relationship
changes across countries. We question whether local isomorphism is apparent in the HRD practices of MNCs, or whether MNCs share more in common with their counterparts in other countries. A series of hypotheses are put forward and tested, using survey data from 424 multi-national and 259 indigenous organisations based in the UK (United Kingdom) and Ireland. The results suggest a hybrid form of localisation, where MNCs adapt their practices to accommodate national differences, but that these adaptations do not reflect convergence to domestic practice. The results also indicate that MNCs are selective in the HRD practices that are adapted. Evidence from this study indicates that country differences in career traditions and labour market skill needs are key drivers in the localisation of associated HRD practice. In contrast, MNCs, irrespective of national context, adopt comparable systematic training frameworks, i.e. training-need identification, evaluation and delivery.

Anthony Gibbs, (2000), reported that HRD investment is seen in terms of the more formal and traditional in-house training courses and other development activities, courses, workshops, attendance at conferences, development schemes and further education which usually occur outside the workplace. However, HRD also operates at a less formal level in many charities through strategies which include thorough on-the-job training, career counseling, mentoring, individual career planning, the opportunity to take part in projects, and sometimes exchanges with other organisations. Effective HRD is not, however, the sole responsibility of the HR team or the personnel department. In an increasingly devolved environment in many charities agency heads, divisional directors, line managers and supervisors have key roles in guiding and supporting an individuals' development plans, and making sure that appropriate development opportunities are made available. HRD plays an important and integral role in helping charity managers to plan for and adapt to future demands on their products and services.

Gilley and Maycunich, (2000), have set forth a set of principles that guide the HRD. They contend that effective HRD practice:

- Integrates eclectic theoretical disciplines
- Is based on satisfying stockholder’s needs and expectations
- Is responsive but responsible
- Uses evaluation as a continuous improvement process
- Is designed to improve organization effectiveness
- Relies on relationship mapping to enhance operational efficiency
- Is linked to the organization's strategic business goals and objectives
- Is based on partnerships
- Is a result oriented
- Assumes credibility as essential
- Utilizes strategic planning to help the organization integrate vision, mission, strategy and practice
- Relies on the analysis process to identify priorities

Keld Laursen and Volker Mahnke, (2000), studied on knowledge strategies, firm types, and complementarity in human resource practices. This paper argues that complementary human resource practices play an important role in the development of a knowledge-based theory of firm differences. We find that firm types and knowledge strategies impact combinations of human resource practices employed in support of current activity systems and innovation. While recent evidence suggests that consistency among human resource practices is conducive, e.g., for productivity increases, research on complementarities among human resource management practices remains sparse, and focused on single industries or firms. Additionally, little is known whether and how human resource practices support activity systems in different firm types and innovation. This paper addresses this gap by investigating the impact of firm type, knowledge strategies pursued, and external linkages on the application of complementarity human resource practices in a multi-sectoral sample of 684 manufacturing and 1,216 non-manufacturing firms. We develop hypotheses from the knowledge-based perspective, the theory of complementarity, and the strategic human resource literature. Our results support prior findings about complementarity between human resource practices, but complementarity effects differ in strength. Additionally, combinations of practices applied differ significantly with contingency factors such as
knowledge strategies pursued and firm type. Thus, calling for a stronger integration between strategic management and human resource management.

Yu-Ru Hsu and Mike Leat, (2000), discussed the findings of a survey of Human Resource Management (HRM) and recruitment and selection policies and practices in a sample of manufacturing industry in Taiwan. The results indicate that there is a general desire among HR professionals in participant companies that HRM policies are integrated with corporate strategy and that HRM should be involved in decision-making at board level. Evidence was also obtained that some HRM decisions are shared between line management and HR specialists and that line managers had a particularly influential role in decisions regarding recruitment and selection, training and development, and workforce expansion/reduction. There was also some evidence supporting an assertion that certain recruitment and selection practices were culturally sensitive and this was supported by evidence of association between recruitment and selection practices and country of ownership.

Tung-Chun Huang, (2000), reported that the strategic importance of human resources and their contribution to the effectiveness of business firms are receiving increasing recognition worldwide. In this study, the researcher examined different approaches to Human Resource Management (HRM) practices for business firms in different performance categories. Findings obtained from a study of 315 firms in Taiwan demonstrate that organizational performance is significantly related to the management of such human resource functions as planning, staffing, appraisal, compensation, and training and development. The results also indicate that successful firms are often those that adopt a highly effective approach to the management of their human resources.

Irene Hau Siu Chow and Ping Ping Fu, (2000), documented that very few systematic studies have been conducted on the managerial practices of Chinese Township and Village Enterprises (TVEs) despite their increasing contributions to China's economic development. Focusing on the HRM practices in ten different TVE organizations in a new city in Southeastern China, this study aims at filling a gap in the literature by
exploring the general HRM practices in those organizations. Results show that HRM practices in TVEs, although still relatively primitive compared to those in State-Owned Enterprises (SOEs), have been much more formalized recently. Employees are now mostly selected rather than referred by existing employees or 'guanxi' as they were previously. New employees in many large TVEs are now trained through formal procedures rather than through apprenticeships, and pay is tightly linked to performance and skill levels. However, in smaller TVEs, HR practices are less formalized. The study points out that the firm size may be an institutional factor affecting the implementation of formal HRM practices. Yet, regardless of the form of personnel management, HRM practices are shown to be a very important factor in the economic success of TVE firms. Further studies are necessary to understand HRM and other managerial practices in TVEs and to test the relationships between HRM practices and firm performance among the TVEs.

Ibrahim Ahmad Bajunid, (1999), observed that Human Resource (HR) challenges in Malaysia are embedded in the broader global challenges faced by all sectors of development. Within the national and local contexts, there are particular and unique challenges specific to Human Resource Development (HRD), while within the global and national contexts, there are juxtapositions of challenges. Additionally, there are discrete and specific challenges to the HR profession. As there are different experiences, expectations and understandings about the direction for HRD and human resource management (HRM), we have to extract and elicit our own realities and reconstruct them.

Patrick M. Wright, Blaine Mccormick, W. Scott Sherman and Gary C. Mcmahan, (1999), examined the impact of Human Resource (HR) practices (selection, training, compensation and appraisal) and participation on the financial performance of US petro-chemical refineries. Survey results from HR and operations respondents indicated that appraisal and training were significantly related to workforce skills and that training and compensation were marginally related to workforce motivation. In addition, only training was significantly related to refinery performance, although the
relationship was negative. However, selection, compensation and appraisal interacted with participation in determining refinery financial performance such that each of these practices was strongly positively related to financial performance only under highly participative systems.

Ngo H.Y, Turban D., Lau C.M., and Lui S.Y., (1998), investigated the effects of country origins on HR (Human Resource) practices of firms from the United States, Great Britain, Japan and Hong Kong operating in Hong Kong. In general, results supported hypothesized differences in HR practices of firms from different countries. In addition, results indicated that HR practices, specifically structural training and development and retention-oriented compensation, were related to various measures of firm performance. Of further interest was the finding that country origin moderated relationships of HR practices with firm performance, in general, relationships of structural training and development and retention-oriented compensation were stronger for Hong Kong firms.

Sharif N. As-Saber, Peter J. Dowling and Peter W. Liesch, (1998), observed that little has been reported to date on human resource aspects of International Joint Ventures (IJVs) between Australia and India. On the basis of nine case studies, this paper examines the influence of HR practices on selecting the IJV as an entry strategy to invest in India and the role of efficient HR management in ensuring IJV success. The case findings suggest that there is a very moderate HR-related influence on the entry mode decision, whereas HR management plays a significant role in IJV success. The paper also identifies several HR issues in relation to Australian-Indian joint ventures which emerged during the study.

Jeff Sacht, (1998), documented that three priorities are paramount for any HR function aspiring to fulfill this leadership role. The HR function must:
• Become at least as focused on the company's external environment, as is the rest of the company. HR managers can no longer afford to wait to have change interpreted for them.

• Be prepared and positioned to play an integral role in strategic partnerships. The success of mergers, acquisitions, joint ventures and strategic alliances most often hinges on organisational and workforce-related issues.

• Ensure that the organisation's internal values remain explicit and aligned with the company's value proposition to its external customers.

Daniel Ding, Dail Fields and Syed Akhtar, (1997), provided an empirical assessment of HRM practices used in 158 FIEs operating in Shenzen Special Economic Zone (SEZ) of the Guangdong Province in southern China. Results suggest that FIEs have moved away from centrally planned job allocation, life-time employment and egalitarian pay towards open job markets at management and non-management levels, contractual employment where pay and longevity are based on individual worker and company performance and compensation plans that recognize differences in skills, training and job demands. These practices seem to reflect the influence of the economic reform in China. Other aspects of HRM practices used by FIEs, such as approximate equality of pay for men and women, limited differences between management and non-management salaries and widespread provision of housing and other benefits for employees, seem to reflect the influence of the Chinese socialist ideology.

Bertien Rhebergen and Ida Wognum, (1997), reported that many organisations are confronted with an ageing workforce. Older employees are often seen as less flexible and open to HRD activities than their younger colleagues, yet rapid developments taking place within society and organisations require a flexible and responsive workforce. The necessary knowledge and skills demanded here can be taught through HRD activities. In 1995 a quantitative exploratory survey into the conditions considered important for the career development or mobility of older workers was carried out within a Dutch multi-national chemical company. From a training and development viewpoint, these conditions are defined as demands made on corporate HRD policy,
HRD activities and employees' willingness to learn, as well as stimulating factors that promote the career development of older workers. Results show that while the company operated an age-awareness personnel policy, this still focused on younger employees so that participants in the career development process were insufficiently stimulated in their roles and traditional formal HRD activities had little effect on older workers' careers.

Frits K. Pil and John Paul Macduffie, (1996), reported a theoretical framework for understanding why high-involvement work practices are adopted more rapidly by some organizations than others. Drawing on evolutionary economics and innovation literature, we identify three key drivers: 1) the level of complementary human resource practices and technology; 2) performance achieved with previous practices; and 3) factors that alter the cost of introducing new practices. Empirical analyses of a unique longitudinal data set of 43 automobile assembly plants worldwide provide support for hypotheses about complementary HR practices (but not complementary technologies) and partial support for hypotheses about past performance and factors that alter adoption costs.

Clint Chadwick and Peter Cappelli, (1995), documented that the potential for human resource management to enhance the competitiveness of U.S. life insurance companies has received little attention in the past. Our evidence suggests that U.S. life insurance firms give little attention to consciously aligning their human resource systems with the requirements of their competitive strategies. We also find evidence suggesting that care in preserving relationships with employees during downsizing may create conditions that will lead to greater post-downsizing organizational productivity. Additional analyses imply that human resource practices which reward specific kinds of employee behaviours in "back office" functions have strong positive relationships with the efficiency of life insurance firms. The importance of these human resource practices underscores the need for performance appraisal and compensation practices to be informed by firms' strategic goals in order to align back office employees' behaviours with the needs of strategy.
Peck, (1994), found relationship between organization strategy and HR. He also concluded that strategy/HR links are stronger in effective organizations than ineffective ones.

Wiley, (1992), classified the HR role under three headings - the strategic process, the legal aspects, and the operational aspects. Within the strategic process, she defines the roles or identities of HR as follows: consultant, assessor, diagnostician, innovator/change agent, catalyst, business partner, and cost manager. The organizational identity that HR plays in regard to legal matters includes auditor/controller, consultant, provider, and conciliator. Roles important to operational aspects are firefighter, innovator/change agent, employee advocate, facilitator, policy formulator and consultant.

Marquardt and Engel, (1993), documented that HRD skills include developing a learning climate, designing training programmes, transmitting information and experience, assessing, results, providing career counselling, creating organizational change, and adapting learning materials.

Ulrich, (1993), proposed a conceptual model about the HR role that adds value in an increasingly complex environment. He focuses less on how the HR role should move from operational to strategic and more on how the HR practitioner needs to perform increasingly complex and at times paradoxical roles. He discusses four ways HR professionals may add value to a business executing strategy, building infrastructure, ensuring employee contribution, managing transformation and change.

Beaumont, (1993), documented that the central aspect in the human resource management literature is of a strategic focus. The need for human resource policies and practices to be consistent with overall business strategy and the need for individual components of a human resource management package to reinforce each other while the individual components of the package should primarily emphasis team work, flexibility, employee involvement and organizational commitment.
Costa, (1993), informed that the human resources practices contribute to strategy development and implementation.

According to Harrison, (1993), Development is the all-important process, through which individual and organizational growth can through time achieve their fullest potential. Education is a major contributor to that development process, because it directly and continuously affects the formation not only of knowledge and abilities, but of character and of culture, aspirations and achievements.

Harrison, R., (1993), reported that the concept of individual and organizational development, or Human Resource Development, is the mother concept which embraces several concepts of human resource development, such as:

- Education, which is concerned with inducting learners into a whole way of life. For example, management education is concerned with inducting learners into a managerial form of life with distinctive values, norms and ways of doing things within an organizational context.
- Training, which is concerned with developing a particular skill, for e.g., learning to operate a machine or drive a car, to a desired standard by specific instruction and practice.
- Competency, which is performing a skill effectively and successfully.

Learning, which is “the process by which skills, knowledge and attitudes are acquired and translated into habitual forms of behaviour and performance, whether by design or through the natural passage of time”.

Armstrong, M., (1992), reported that Human Resource Development constitutes the logical outcome of the argument than an organization’s employees are its most valuable resource: “the essence of Human Resource Management is that employees are valued assets and that their value should be increased by a systematic and coherent approach to investing in their training and development. Resourcing is about providing the skills
base needed by the organization. Human Resource Development is about enhancing and widening these skills by training, by helping people to grow within the organization, and by enabling them to make better use of their skills and abilities”.

**Armstrong, M, (1992)**, further claimed that investment in Human Resource Development could bring the following benefits to an organization:

- A signal to the employees that management believes they are important.
- Motivation to acquire new skills and consequent rewards.
- Commitment through the communication of values.
- Identification with company goals through better employee understanding.
- Two-way communication between management and employees.
- Needs satisfaction through achievement and recognition.
- Job enrichment through training and the acquisition of new skills.
- Increased awareness of the importance of change management.

**Francesco Sofo, (1992)**, said that of recent interest in the field of Human Resource Development (HRD)/Adult Education is the development of professional competence and learning within organisations. The paper reports on preliminary findings of an investigation of what Adult Educators/HRD practitioners perceive are the characteristics which relate to their effective performance. The research has the potential to contribute to workplace effectiveness and efficiency and also to give tertiary institutions better direction in terms of programme refinement and offerings in adult education and human resource development.

**According to Chafolsky, (1992)**, HRD is the study and practice of increasing the learning capacity of individuals, groups, collectives and organizations through the development and application of learning-based interventions for the purpose of optimizing human and organizational growth and effectiveness.
Smith D., (1990), said that HRD is a process of determining the optimum methods of developing and improving the human resources of an organization and the systematic improvement of the performance and productivity of employees through training, education and development and leadership for the mutual attainment of organizational and personal goals.

According to Gilley and England, (1989), HRD is organized learning activities arranged within an organization to improve performance and/or personal growth for the purpose of improving the job, the individual and/or the organization.

Nadler and Nalder, (1989), pointed out that the HRD is organized learning experiences provided by employees within a specified period of time to bring about the possibility of performance improvement and/or personal growth.

Watkins, (1989), recorded that HRD is the field of study and practice responsible for the fostering of a long-term, work-related learning capacity at the individual, group and organizational level of organizations. As such, it includes but is not limited to training, career development and organizational development.

Jacobs, (1988), reported that human performance technology is the development of human performance systems and the management of the resulting systems, using a systems approach to achieve organizational and individual goals.

Smith R., (1988), argued that HRD consists of programmes and activities, direct and indirect, instructional and/or individual that positively affects the development of the individual and the productivity and profit of the organization.

Swanson, (1987), reported that HRD is a process of improving an organization's performance through the capabilities of its personnel. HRD includes activities dealing with work design, aptitude, expertise and motivation.
2.1.2 Studies Related to HRD Climate

Nystrom’s, (1993), suggested that an organizations prevailing culture also affects important outcomes, such as organizational commitment and performance. Abraham’s study shows that it is good that HRD climate rather than HRD practices by themselves that are responsible for organizational performance. This does not indicate that good HR practices were not important. One can create an appropriate HRD climate only through good HRD practices and processes. Thus, literature suggests that HR practices of an organization contribute to the development of HRD climate.

2.1.3 Studies Related to HRD Training

Aahad M. Osman-Gani, and Ronald L. Jacobs, (2005), suggested that technological change is a constant phenomenon in contemporary organizations. How to prepare employees for technological change has increasingly become an issue for human resource development theory and practice. This study investigated the human resource development practices of organizations in Singapore, where companies are continuously responding to rapid technological changes in order to remain competitive. The results show similar patterns of responses across business sectors; however, some differences were found in the transport and communications sectors. On-the-job training was reported as the most frequently used training method to address organizational change needs. The discussion and recommendations focus on the need for improved change management approaches.

Laila Marouf and Sajjad Rehman, (2004), explored the human resource development policies, strategies, and opportunities in 30 Kuwait corporate companies for its IT and information professionals. Questions addressed were related to induction and orientation programmes; approaches for developing capabilities for change management; in-house training policies, resources, and facilities; and policies for sending employees for training. Data were collected through structured interviews with key human resource managers of these companies. It was found that almost all the companies had intensive programmes for providing systematic induction to their new
employees. A majority of them had in-house resources and facilities for training. A majority of them considered outside options for training and had developed policies for the purpose. These companies were not satisfied with the role of higher education institutions in providing useful training to their employees. Administration of training awards was biased in the favor of seniors, managers, and natives that defied the parameters of organizational needs.

Yadapadithaya, P. S., and Jim Stewart, (2003), reported that the existing corporate Training and Development (TandD) policies and practices in India and Britain. The data were collected from written questionnaires mailed to 252 Indian and 174 British companies. The results and discussions are based on the most prominent comparative and international dimensions of TandD such as key responsibility for TandD function, corporate commitment to TandD, major drivers and key result areas of TandD; purposes, levels, instruments, timing and designs of evaluation; major perceived deficiencies and challenges of TandD function. The two-country comparisons revealed that while some of the findings related to corporate TandD policies and practices exhibited differences, others also reflected similarity. Compared with India, more training is done in Britain, more movement to delegating responsibilities or involving line managers in TandD in Britain, there seems also to be more focus on and involvement of individual employees in Britain. British organisations seem to be more concerned with business results from TandD. It may also be argued that the greater importance attached to business results brings about a growing involvement of employees and managers as opposed to HRD practitioners and that it is the greater movement in this direction in Britain compared with India that accounts for most if not all of the differences in the results of the two surveys.

Kenneth R. Bartlett, John J. Lawler, Johngseok Bae, Shyh-jeer Chen and David Wan, (2002), documented that short-term training and long-term HRD practices are examined in this study of nearly four hundred firms, including affiliates of multi-national corporations and indigenous companies in East and Southeast Asia. The study extends existing international HRD literature to examine the training and
development of non-managerial host-country nationals employed in these firms. Empirical findings show links between HRD and multi-national home country, with U.S. owned firms engaging in relatively higher levels of HRD activity. Significant relationships were also observed between the firm's strategic human resource orientation and the types and levels of HRD activity.

**Kenneth R. Bartlett, (2002)**, examined the relationship between employee attitudes toward training and feelings of organizational commitment among a sample of 337 registered nurses from five hospitals. Using social exchange theory as a framework for investigating the relationship, the researcher found that perceived access to training, social support for training, motivation to learn, and perceived benefits of training are positively related to organizational commitment. Using a three-component model of organizational commitment, the strongest relationships appear with the affective form of commitment. The relationship between perceived access to training opportunities and the affective form of organizational commitment is moderated by job satisfaction but not job involvement. The findings are discussed for the theoretical and practical application to HRD, for the management of HRD in health care settings, and for researchers interested in outcomes of HRD.

**Jan N. Streumer, Marcel R. Van Der Klink and Katinka Van De Brink, (1999)**, documented that what organizational, technological and training developments will become crucial in the coming years, and what consequences will they have for human resource development? These questions have led to a study carried out by the faculty of Educational Science and Technology at the University of Twente, in the Netherlands. The ultimate aim of the study was to create an inventory of trends and developments which professionals deem to be influential with regard to the future HRD field. One direct catalyst for the study was the report of a similar study in the United States, involving HRD executives, carried out by the American Society for Training and Development. Following a brief explanation of the research plan and methods, this article describes the findings of the Dutch study and compares these with the results of
the American research. It concludes with comments regarding the implications of the information obtained through this investigation.

**Marsick and Watkins, (1994),** reported that HRD as a combination of training, career development, and organizational development offers the theoretical integration need to envision a learning organization, but it must also be positioned to act strategically throughout the organization.

**McLagan, (1989),** reported that HRD is an integrated use of training and development, career development and organizational development to improve individual and organizational effectiveness.

**McLagan, (1983),** reported that training and development is identifying, assessing and through planned learning is helping to develop the key competencies which enable individuals to perform current or future jobs.

**2.1.4 Studies Related to HRD Performance Appraisal**

**Kuvaas and Bard, (2006),** explored alternative relationships between performance appraisal satisfaction and employee outcomes in the form of self-reported work performance, affective organizational commitment and turnover intention. A cross-sectional survey of 593 employees from 64 Norwegian savings banks showed that performance appraisal satisfaction was directly related to affective commitment and turnover intention. The relationship between performance appraisal satisfaction and work performance, however, was both mediated and moderated by employees' intrinsic work motivation. The form of the moderation revealed a negative relationship for employees with low intrinsic motivation and a positive relationship for those with high intrinsic motivation. Implications for practice and directions for future research are discussed.
Weil, Amandine, Woodall and Jean, (2005), explored and described the roles, activities and strategies of French human resource development professionals. This paper is based primarily on exploratory and descriptive research. A range of secondary sources on European and French human resource development is critically reviewed to generate a number of research questions designed to identify the corporate perspective on human resource development by means of cases drawn from six organizations located in Eastern France. These confirm the lack of a clear understanding of human resource development on the part of French companies; the wide range of activities that is considered to fall within human resource development; an emerging interest in management development, career development and skills forecasting, but a neglect of training evaluation; the similarity of human resource development practitioner roles to those elsewhere in Europe; growing evidence of the involvement of line managers in human resource development activity, and a strong commitment to the strategic significance of human resource development. The study was based on an opportunity sample of just six companies in Eastern France, and may therefore not be representative, but it does provide findings that expand upon and also qualify earlier research. This study provides new knowledge and understanding of the context and practice of human resource development in France and makes a number of suggestions for further research. It provides original research based on recent cases of corporate human resource development practice, and should be of interest to scholars of international human resource development.

Nurse and Lawrence, (2005), examined a cross-section of workers' perceptions of this process was therefore motivated by the need to determine whether they believed that they experienced fair outcomes from PA, and whether its usage was seen to contribute toward their career advancement. Given the role unions are expected to play in shaping human resource outcomes, we hypothesized that workers in the non-union environment would experience lower levels of procedural and interactional justice than their trade-union counterparts. We also hypothesized that, since unions might be asked to walk a tightrope in contesting PA decisions affecting different persons who were union members, employers would be able to exercise much discretion in making those
decisions, with the result that there would not be any appreciable difference in justice perceptions between union member and non-union member. A third hypothesis that informed the research was that workers' perceptions about the treatment received from performance appraisal were likely to influence their expectations regarding career advancement, as expressed through opportunities for training and development, pay for performance and promotions. No significant differences in perception were found among union and non-union respondents' perceptions about the vast majority of procedural elements used in this study. Contrary to our hypothesis, non-union respondents expressed less unfavourable perceptions about the interactional elements than their trade-union counterparts. The results confirmed the hypothesis that workers who believed that performers were not treated fairly as a result of performance appraisal would also agree that their expectations regarding development and advancement were not being met. We found significant, but relatively moderate relationships between perceptions about treatment of performers and their expectations about career advancement.

Craig A. Olson and Andreas Schwab, (2000), investigated the performance effects of two industry-specific human resource management innovations that dramatically changed the way professional baseball teams selected and trained ballplayers. In the early part of this century, major league clubs developed and refined two player-development practices based on "reserve team" and "farm team" systems. We use a panel data set of the win/lose records for the population of 16 major league clubs for the seasons from 1919 through 1940 to test hypotheses about the effect of human resource practices on organizational performance. The results suggest that the reserve team practice had no significant impact on organizational performance. In contrast, the more complex farm-team system, pioneered by Branch Rickey of the St. Louis Cardinals, improved organizational performance and diffused rapidly throughout the league. We estimate that by 4 years after its creation, the farm-team system improved a team's win rate by 0.068 points relative to non adopters of the farm-team system and teams with less than 4 years of prior experience with a farm-team system. The results also show that the farm-team effect was not confined to St. Louis but also was experienced by
later adopters. These results contribute to the growing literature showing a positive effect of human resource policies on organizational performance. The results also illustrate the important role the external environment plays in shaping this relationship (e.g., legal restrictions to labour mobility).

Carl F. Fey, Ingmar Bjorkman and Antonina Pavlovskaya, (2000), based on 101 foreign firms operating in Russia, the effect of human resource management (HRM) on firm performance in Russia is investigated. This is accomplished by developing and testing a model including HR outcomes (motivation, retention development) as a mediating variable between HRM practices and firm performance. Our study provides some support for the use of HRM outcomes as a mediating variable between HRM practices and firm performance. The results also indicate that non-technical training and high salaries will have a positive impact on HR outcomes managers while job security is the most important predictor of HR outcomes for employees. Thus, our study provides support for the importance of including both managers and non-managers in the same study, but treating them separately. In addition, results indicate a direct positive relationship between managerial promotions based on merit and firm performance for managers and job security and performance non-managers.

Richard J. Harrison, (2000), observed that performance appraisals are amongst the most researched topic in human resources. Some of the challenges in finding a reliable and valid performance appraisal tool include; the evolution of job types, along with various theories on performance measurements across academic disciplines, and legal issues. Much of the current research focuses on empirical studies that test the validity of raters. None of the studies reviewed offered any resolutions or suggestions to the practitioner needing to provide feedback to his/her subordinates. This study examines three performance appraisal tools: Management By Objectives (MBO), Behaviourally Anchored Rating Scale (BARS) and the 360 Degrees Feedback. The study finds that combining facets of each tool, based upon what is measurable and how to measure it, should provide the director of Metropolitan Community College’s Workforce
Development Institute with a performance appraisal tool that links individual performance to departmental goals.

According to Winston and Creamer, (1997), Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about staff that lead to decisions. Performance appraisal should also be viewed as a system of highly interactive processes which involve personnel at all levels in differing degrees in determining job expectations, writing job descriptions, selecting relevant appraisal criteria, developing assessment tools and procedures, and collecting interpreting, and reporting results.

David E. Guest, (1997), said that there is a growing body of evidence supporting an association between what are termed high performance or high commitment Human Resource Management (HRM) practices and various measures of organizational performance. However, it is not clear why this association exists. This paper argues that to provide a convincing explanation of this association we need to improve our theoretical and analytic frameworks in three key areas. These are the nature of HRM, and especially the rationale for the specific lists of HR practices; the nature of organizational performance; and the linkage between HRM and performance. A model is presented within which to explore these linkages. The existing literature on HRM and performance is reviewed in the light of this analysis to identify key gaps in knowledge and help to focus further the research priorities.

2.1.5 Summary of the Foreign Studies

Above all, the review of foreign studies in HRD and its practices like training, performance appraisal and HRD climate reveals that all these practices are very essential for organizational development and success. Aahad M. Osman-Gani, and Ronald L. Jacobs, (2005), reported that on-the-job training was the most frequently used training method to address organizational change needs. McLagan, (1989), reported that HRD is an integrated use of training and development, career development.
and organizational development to improve individual and organizational effectiveness. 

Nystrom's, (1993), that HR practices of an organization contribute to the development of HRD climate. Richard J. Harrison, (2000), observed that performance appraisals are amongst the most researched topic in human resources. Shipton, Helen; Michael A, Dawson, Jeremy; Birdi, Kamal, Patterson and Malcolm, (2006), suggested that there is growing evidence available to suggest that HR practice is an important predictor of organisational performance. Frank M. Horwitz, Victoria Browning, Harish Jain and Anton J. Steenkamp, (2002), reported that human resource practitioners in South Africa see the most important workplace challenges as performance improvement, employment equity, training and development and managing trade union expectations. Keld Laursen and Volker Mahnke, (2001), argued that complementary human resource practices play an important role in the development of a knowledge based theory of firm. John P. Morgan, (2001), studied on “HR practices for high performance organizations” and found that greater employee involvement can only be achieved through a carefully managed process that strives for participation by integrating the individual with the organisation to achieve high productivity and competitive advantage. Clint Chadwick and Peter Cappelli, (1995), expressed the importance of these human resource practices underscores the need for performance appraisal and compensation practices to be informed by firms' strategic goals in order to align back office employees' behaviours with the needs of strategy.

2.2 INDIAN STUDIES ON HRD PRACTICES

2.2.1 Studies Related to General HRD Practices

Pawan S. Budhwar and George Boyne, (2004), compared Human Resource Management (HRM) practices in Indian public and private-sector organizations. The investigation is based on a questionnaire survey of 137 large manufacturing firms (public sector=81; private sector=56). The key areas of analysis include the structure of Human Resource (HR) department, the role of HR function in corporate change, recruitment and selection, pay and benefits, training and development, employee relations and emphasis on key HRM strategies. Internal Labour Markets (ILMs) are
used to make the comparative analysis. The statistical results show a number of similarities and differences in the HRM systems of Indian public and private sector organizations. Against the established notion, the results of this study reveal that the gap between Indian private and public sector HRM practices is not very significant. Moreover, in a few HR functional areas (for example, compensation and training and development), Indian private sector firms have adopted a more rational approach than their public-sector counterparts.

Pawan S. Budhwar and Yehuda Baruch, (2003), examined and discussed the developments in the field of career management, bringing in the international perspective. In particular, the paper explores career management practices in 108 Indian organizations. A factor analysis procedure suggested five groups of practices: formal planning, formal active management, developmental, career stages and assessment. These are found to be associated with certain organizational and cultural characteristics. The research has both theoretical and practical implications.

Venkatachari Jagannathan, (2003), reported that with quality, price and even branding fast becoming non-differentiators in a competitive environment, it is only the company's Human Resource (HR) that is turning out to be the differentiating factor between successful and non-successful companies. No longer can the HR department be termed as one that is just in charge of canteen, transport facilities and a custodian of employee records. Today the HR manager, like any other executive in a company, adds immense value to business and is vital for the overall business strategy. The underlining fact is that employees can make or break a company. A successful company is one that develops internal Intellectual Property Rights (IPR) that competition doesn't do. And this is possible only if the human talent is nurtured in a company.

Kuldeep Singh, (2003), tested the relationship between strategic HR orientation and firm performance. The study has been conducted to add to the growing empirical evidence in this field. The study has been carried out in the Indian setting, where the importance of human resources has gained currency in the last decade. Results show
that there is a significant relationship between strategic HR orientation and firm performance.

**Kuldeep Singh, (2003),** reported that the aim of the human resources function (management and development) in the organizational context is to ensure the availability of competent, motivated and learning employees to the firm to facilitate the achievement of its business objectives. The HR function has been quite successful in performing its role in terms of developing capacity, knowledge, attitude and skills of employees. However, in the recent past a shift has been taking place in the expected model role from both the HR function and the HR manager. This new role is that of active partner along with other functionaries like production, finance, marketing, etc., equal if not more important. Therefore, HR is no longer a passive function. This has two implications for the HR managers and practitioners. First, it will require the HR function and persons dealing with it to provide more inputs related to human resources at the strategy formulation level. Second, it will require HR to demonstrate that investment in human resources contributes to business results. However, there is a paucity of empirical work in our country to support the assertion that investments in HR have an impact on firm performance. It is in this context that the present study of eighty-four Indian firms was carried out to answer the question of whether investment in HR contributes to firm performance.

**Tanuja Agarwala, (2003),** discussed in the contemporary business environment, human resource (HR) is an indispensable input for organizational effectiveness. An effective management of human resources has an important role to play in the performance and success of organizations. Competitive pressures have encouraged organizations to be proactive in diagnosing HR problems and to adopt more innovative HR practices since these were no longer a matter of trend, but rather of survival. The present study attempted to explore the relationship of three dimensions of Innovative Human Resource Practices (IHRPs): that is, the extent of introduction of IHRPs, their importance for organizational goal achievement and satisfaction with implementation of IHRPs, with Organizational Commitment (OC). Regression analyses showed that the
perceived extent of introduction of innovative human resource practices by the organizations was the most significant predictor of organizational commitment.

**Sasmita Palo and Nayantara Padhi, (2003),** studied that the Total Quality Management (TQM) is a never ending process of improving work processes. It operates according to the premise that organisations cannot rest comfortably without continuously improving whatever is being done. There has to be a culture of continuous improvement and everyone in the organisation must strive towards it. This could be accomplished only through continuous training. The present study seeks to examine the role of training as well as measuring its effectiveness for successful implementation of TQM. For this purpose, data have been retrieved from public sector enterprise manufacturing crude steel in India. The findings of the study are based purely on primary survey. Pearson's Correlation Co-efficient with their significance levels have been used to measure the effectiveness of TQM training and the correlation between TQM training and selected factors. The authors have found that training creates awareness, builds employees' commitment to quality policy and strategy, facilitates teamwork, enhances performance standards, and bolsters the skills and abilities of employees. However, the organisation needs to focus more upon improving communication competencies, multiple skill development and customer value training. Successful TQM training in the organisation needs more budgetary allocation and commitment, support and enthusiasm of the top management.

**Pawan S. Budhwara, and Paul R. Sparrow, (2002),** debated in the area of cross-national Human Resource Management (HRM) suggests that both "culture-bound" and "culture-free" factors and variables are important determinants of HRM policies and practices. HRM is presented as being context-specific and it is argued that with the growth of new markets world-wide, and increased levels of competition and globalization of business, there is a strong need for more cross-national HRM studies. However, the literature shows the absence of an integrated framework, which can help to highlight the different role that context-specific facets of HRM practices play. The nature of different determinants in different national and regional settings is rarely
analyzed. This paper develops an integrated framework. It delineates the main distinctive facets associated with national factors, contingent variables, and organizational and human resource (HR) strategies and policies that may be used to evaluate cross-national comparative HRM policies and practices.

Patra, R.K., Khatik, S.K., and Kodwani, A.D., (2002), reported that the emergence of knowledge as Human Resource Management’s (HRM) key resource will certainly necessitate radically new management theories and practices. HRM will assume a distinctive role, since employees will make major contributions in productivity, efficiency and customer satisfaction. The HRM strategies in the 21st century have to focus on a better individual-organisation interface and greater emphasis on organisational effectiveness than on personal success. Now that the employee ratio is decreasing and information technology is taking over administrative tasks, Human Resource Development (HRD) no longer does this. Major strategic challenges such as reorganisations, mergers, technology advances, and globalisation require an HRD perspective. There is also a massive culture shift going on as organisations move from hierarchies to networks. There is an urgent need to bring accountability and power to everyone in an organisation.

Meera Alagaraja and Dooley, M., (2001), studied a comprehensive review of literature on the origins and growth of human resource development reveals that much of its development is attributed to western (predominantly U.S.) thought and perspectives. This study is an effort to begin exploring significant contributions from a global perspectives including those that are primarily non-western. To do so, this paper identifies and examines key non-western contributions to the field of HRD. There is an ever-growing pool of foundational knowledge in HRD field. But it appears that only a modest body of literature has been written on historical contributions from non-western perspectives to the field of HRD. It is the premise of the paper that inclusiveness of other cultural contributions will facilitate greater understandings of HRD’s development as a relatively new body of knowledge.
Rahul Sharma, (2001), described that to have a better HRD practices into the organization, it is important to have a conductive atmosphere. Quality of work life is one of the most important factors that lead to such conductive factors. According to him, this will lead to an atmosphere of good inter-personal relations and highly motivated employees who strive for their development. Though monetary benefits still occupy the first place in the list of motivational factors but others should not be ignored like: job restructuring and job redesign, career development, promotional opportunities etc.,

Pawan S. Budhwar and Yaw Debrah, (2001), highlighted the rapid development of the Human Resource Management (HRM) discipline and the need for more cross-national HRM studies. The universal applicability of Anglo-Saxon models of HRM is then questioned. To examine the applicability of HRM models in different settings (national and international), five main HRM models are critically analysed and their main research propositions are identified. This provides the basis for a framework for HRM evaluations in different contexts.

Pawan S. Budhwar and Naresh Khatri, (2001), traces the major developments in the field of human resource management briefly and then highlights the need for more cross-national HRM studies. The results from two parallel surveys of matched Indian and British organizations are presented. The main aim of the surveys was to examine a wide range of HRM policies and practices in a cross-national comparative context. The surveys were run in six industries in the manufacturing sector. The study controlled for a number of variables such as size of the organization, product, industry sector and personnel participation. Influence of a number of contingent variables (such as age, size, nature and life-cycle stage of the organization, presence of unions and human resource strategies) on HRM policies and practices is analysed. The study finds significant differences in recruitment, compensation, training and development and employee communication practices between India and Britain.
Dangayach, G. S., and Deshmukh, S. G., (2001), presents findings of an extensive survey of Indian process companies. Based on the survey, three companies have been selected for detailed case studies. Their experiences in the manufacturing strategy process are analysed. Although the companies represented diversity in terms of product type, sales, volume, longevity and geographic location, they shared several commonalities including use of advanced manufacturing technologies. The process of strategy formulation varied among the companies in terms of participants, complexity and degree of formalization. Competitive priorities, order winners and critical success factors are identified for these companies. Based on strategic manufacturing issues, manufacturing competence index for the companies has been worked out.

Jindal Iron and Steel Company, (2000), Human Resources function is the process for constantly upgrading people skills, realizing their potential and helping them lead purposeful lives.

Hazman Shah Abdullah, (2000), an important paradox of our time is the greater role of teams and groups in present day businesses and yet the need to evaluate and make performance appraisal decisions on the basis of individuals. The bilateral legal relationship enshrined in the contract of service between the employers and the employee seems to condition the unit of appraisal. Assessments of teams are carried out as supplementary to individual contribution. Yet research evidence is mounting that pay for performance based on individual as the unit, is not working out well everywhere. This is not surprising as work is becoming more and more integrated and occupational silos are anachronistic. Especially, in the services and white-collar occupations, it is problematic. All managers are responsible for the appraisal of their employees but not all are as capable of discharging it. They have great faith in the superhuman qualities of the manager. He/she is expected to have many skills. These skills are to be available in equal measure in all managers irrespective of personality, intellectual orientation and technical training. Among the many qualities that they are assumed to have developed is the ability to objectively evaluate their subordinates.
Satish Kumar, (2000), stated that the recent global economic slowdown and its impact on the Indian software industry, provides us with an opportunity to review the state of the Human Resources (HR) function in a highly people-intensive business. Looking back, one can clearly distinguish two phases of evolution in the HR function. The first phase, which was dominated by the extra-ordinary decade-long growth in the Indian software industry, the HR function was primarily driven by the need to bridge the vast demand-supply gap of skilled software resources. This was accentuated by very high attrition rates, sometimes reaching as high as 40% p.a.! In these circumstances, it was natural that the recruitment aspect of HR was in the forefront. People-development and team-building initiatives were not successful in this uncertain environment, where there was a constant churn out of people. In retrospect, this phase neither helped the organisation nor the people, as it hampered the steady growth of knowledge and skills technical, behavioural as well as managerial.

Pawan S. Budhwar and Pawan S. Budhwar, (2000), analyzed the practices of 'integration' of HRM into the corporate strategy and 'devolvement' of responsibility for HRM to line managers in six British manufacturing industries. The findings are based on a questionnaire survey, in-depth interviews and cognitive mapping methodologies. The results show that over 50% of the firms under study practise a high level of strategic integration. On the other hand, over 61% of the sample firms practise a low level of devolvement practices. Interestingly, both the practices of integration of HRM into the corporate strategy and devolvement of HRM to line managers are more determined by a number of organizational policies than traditional contingent variables. The adoption of the mixed methodology has been useful. The findings contribute to strategic HRM literature, and also have some key messages for policy-makers in the field. The cognitive maps developed in the paper could be used to give feedback and training to managers.

Sita C. Amba-Rao, Joseph A. Petrick, Jatinder N. D. Gupta and Thomas J. Von Der Embse, (2000), indicated homogeneity in Indian management practices, their empirical study compares performance appraisal practices and management values in
India by firm ownership. Differences in Indian private investor corporations, public sector enterprises, foreign/joint ventures and private family businesses are examined to assist managers to adapt selectively to firms in the changing Indian economy. Theoretical and managerial implications, as well as future directions for research are discussed.

Jithendran K. J. and Tom Baum, (2000), discussed the goal of sustainability oriented tourism development requires a number of Human Resources Development (HRD) strategies aimed at the tourism industry personnel, host community and the tourists, and underpinned by concepts and practices of sustainability. Sustainability based ‘work culture’, ‘professional ethics’ and operational practices are basic to sustainability in tourism. Indian tourism, despite its immense potential, has seen tardy development, and shortcomings in the HRD domain have been one of the reasons for this below par performance. Their paper suggests a comprehensive and strategic approach to HRD, catering to the training and education needs of Indian tourism at various levels for the major target groups. The paper also identifies the pressing issues confronting HRD in Indian tourism and potential strategies to address them within the context of sustainability.

Tripathi, B.D., (1998), Human Resource Development in the organisational context is a process by which the employees of an organisation are helped in a continuous, planned way to (i) acquire and sharpen capabilities to perform various functions associated with their present and future roles; (ii) develop their general capabilities as individual and exploit their inner potential for their own and organisational development; (iii) develop an organisational culture in which superior-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees.
Arthur Yeung and Bob Berman, (1997), pointed out that HR practices can play three major roles:

- Building critical organizational capabilities.
- Enhancing employee satisfaction, and
- Improving customer and shareholder satisfaction.

Pawan S. Budhwar and Paul R. Sparrow, (1997), analyzed the levels of 'integration' of human resource management into corporate strategy and 'devolvement' of responsibility for HRM to line managers in India. The findings are based on a large questionnaire survey run in 137 firms in six manufacturing industries. The survey results are further supplemented by twenty-four in-depth interviews in the same companies. Results show a low level of integration and devolvement practised in Indian organizations. A number of contingent variables and organizational policies were found to determine the levels of integration and devolvement in Indian organizations. India is mapped on the integration devolvement matrix of ten European countries, showing similarities with the UK, Italy and Germany.

According to Budhwar, (1996), the future challenges before both the HRM academics and practitioners is to find out the various factors which affect HRM so that appropriate HR practices can be formulated and successfully implemented. Today, the very survival of HR function appears to be its ability to go on changing according to business and social needs. To this end, management of human resources presents an exciting opportunity of organizations to experiment with alternative practices.

Gupta, (1990), identified training, performance appraisal, team-building and role analysis as the more frequently used HRD practices in Indian industry.

Dayal, (1990), observed that changing nature of employee expectations and organizational need for survival has made organizations feel the need for HRD, although HRD has its roots in humanistic beliefs.
Kumar, (1990), argued that it is the HRD manager who can orchestrate culture building, team building and team development and facilitate the change process.

2.2.2 Studies Related to HRD Climate

Padmakali Mishra and Gopa Bhardwaj, (2002), examined the nature of HRD climate as perceived by three hierarchical levels of manager’s in a large private sector organization. A group of 107 members belonging to senior, middle and lower levels served as sample for the study. To attain the objectives of the study, the HRD climate survey, (Rao and Abraham, 1990) was administered to the sample population. Results revealed that the overall HRD climate in the organization covered under study was good. Significant differences were also observed among three levels of management with respect to different dimensions of HRD climate as well as overall HRD climate.

Biswahept Pattanayak, (2003), found that to survive and excel in the new economy, the HRD climate is a matter of serious concern in Indian public sector organisations. The present study followed a 2x2 factorial design of research. The two factors were types of organisation (Old / New) and role positions in the organisational hierarchy (executive / non-executive). The sample consists of 800 employees from two public sector organisations. The objectives were to discover the differences, if any, between the subgroups with regard to Organisational Role Stress (ORS) and perception of Quality of Work Life (QWL). It also aimed to ascertain the relative importance of QWL variables in explaining ORS. The findings reveal that there are significant differences between the executives of the old and new public sector organisations on a number of ORS as well as QWL dimensions. Based on the findings, HR solutions have been suggested.

2.2.3 Studies Related to HRD Training

According to Ram Nath Prasad, (2001), Training in an organisation is concerned with acquisition or development of those knowledge’s, skills, techniques and experiences which enable an individual to make his most effective contribution to the combined
effort of the team of which he is a member. The scope of training should include the following five areas of Knowledge, Skills, Techniques, Attitude and Experience.

2.2.4 Studies Related to HRD Performance Appraisal

Srinivasa Rao, (2003), reported that performance appraisals are one of the least liked responsibilities of a manager. Some managers will go to great lengths to avoid doing reviews. But some others believe that performance management can be an enjoyable and rewarding process. Some tips for doing successful performance appraisals are Preparation, Feedback, Review of Documents, Appropriate Setting, Delivery of Appraisals and Giving Encouragement.

Royal National Orthopaedic Centre, (2003), indicated that appraisal is an opportunity to sit down with your line manager and talk about your work, agree future objectives, develop your potential and improve the overall effectiveness of you, your department and the Trust. It is a two-way process. Appraisal is the formal, annual discussion in an ongoing process of regular, informal discussions and negotiations with your Manager.

2.2.5 Summary of the Indian Studies

Above all, the review of Indian studies in HRD and its practices like training, performance appraisal and HRD climate reveals that all these practices are very essential for organizational development and success. Some of the major studies which are reported in this chapter are summarized as follows. Ram Nath Prasad, (2001), revealed that training in an organisation is concerned with acquisition or development of that knowledge’s, skills, techniques and experiences which enable an individual to make his most effective contribution to the organization. Padmakali Mishra and Gopa Bhardwaj, (2002), examined the nature of HRD climate and found that HRD Climate is one of the important HR practices. Srinivasa Rao, (2003), reported that performance appraisals are one of the least liked responsibilities of a manager. Royal National Orthopaedic Centre, (2003), indicated that appraisal is an opportunity to sit down with
your line manager and talk about your work, agree future objectives, Patra, R.K., Khatik, S.K., and A.D. Kodwani, (2002), reported that the emergence of knowledge as Human Resource Management's (HRM) key resource will certainly necessitate radically new management theories and practices. Rahul Sharma, (2001), described that to have a better HRD practices into the organization, it is important to have a conductive atmosphere. Sita C. Amba-Rao, Joseph A. Petrick, Jatinder N. D. Gupta, Thomas J. Von Der Embse, (2000), indicated homogeneity in Indian management practices, their empirical study compares performance appraisal practices and management values in India by firm ownership. Arthur Yeung and Bob Berman, (1997), pointed out that HR practices can play three major roles which are building critical organizational capabilities, enhancing employee satisfaction and improving customer and shareholder satisfaction. According to Budhwar, (1996), reported that the future challenges before both the HRM academics and practitioners are to find out the various factors which affect HRM so that appropriate HR practices can be formulated and successfully implemented.

2.3 SUMMARY OF THE CHAPTER

The present chapter discusses the foreign studies on HRD practices which is in turn divided into training, performance appraisal, HRD climate and general studies on HR and its summary. There are very limited Indian literatures and Indian studies were available related to HRD with respect to HRD Practices in particular even the researcher went through various sources of secondary data collection. It indicates that very few studies have been done on HRD Practices. Then the chapter is also focused on the Indian studies on HRD and its practices like training, performance appraisal, HRD climate and general studies on HR and its summary. These studies helped the researcher to understand the subject, select the variables of the study, and prepare the interview schedule for the respondents and also to gather in depth knowledge on the present study.