CHAPTER 1

HUMAN RESOURCE DEVELOPMENT AND TRAINING: CONCEPT, SCOPE, SIGNIFICANCE AND RESEARCH METHODOLOGY.

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CHAPTER 1

PART A

HUMAN RESOURCE DEVELOPMENT AND TRAINING - CONCEPT, SCOPE AND SIGNIFICANCE

1.1 Introduction

Of all the factors of production, human is by far the most important. The importance of human factor in any type of co-operative endeavor cannot be overemphasized. It is a matter of common knowledge that every business organization depends for its effective functioning not so much on its material or financial resources as on its pool of able and willing human resources. The product of any manufacturing organization by itself is not enough to win customers. The human resources become even more important in service industry whose value is delivered through information, personal interaction or group work. This is the only resource which can produce unlimited amounts through better ideas. There is no apparent limit to what people can accomplish when they are motivated to use their potential to create new and better ideas. No other resource can do this.

In today’s globalization era, trade, business and industrial scenario is changing rapidly. Taking into consideration the industrial sector, the progressive industries have long back realized that change is inevitable in every aspect of the
industry, like practices and other aspects which touch upon the whole gamut of manufacturing activities. The leading organizations of Pune like Cummins India Limited, Telco, Bajaj, Kirloskar Oil engine Limited etc are making efforts to adopt these changes. New methods of management such as shared vision, team building, kaizen (continuous improvement), Total Quality management etc. are being tested at shopfloor level of the organizations. This changing industrial scenario gives emphasis on customer satisfaction, broad application of quality concepts and participation of all employees in production process, which has given raise to a new concept of training programmes for workers.

Post-liberalization era has brought major changes in HRM/D culture in India. Indian organizations have started realizing the need to be proactive rather than reactive while managing their human resources. In order to respond to cut throat competition created by opening up of the Indian economy, the organizations have initiated innovating changes in their HR practices. Firms are increasingly realizing the importance of the principle of mutuality in the sense that they know they can not tread the growth path alone, but only with their employees. They need to maintain good relations with employees, treat them fairly, show concern towards their well-being and adopt a more humane approach. It necessitates that whatever HR practices an organization introduces, it must meet both organizational as well as individual goals.
Now Industrial organizations are fast changing and keeping pace with the changes in technology, production process and quality systems, never before has the human aspect received such a wide spread look and the skill development of workmen has become a vital aspect. This necessitates implementation of new training methods under HRD programmes at shopfloor in every large scale organization. Today, the large scale organizations are making efforts to remain flexible in order to accommodate change. New principles of business management are therefore turning towards shared vision, building teams, internal customer orientation, customer driven operations, continuous improvements in cost reduction, quality improvement and delivery time response to customers.\footnote{1}

From the above description it is clear that, in this global era the industrial sector is changing with the dramatic changes in Science, technology, production process and quality of products. This in turn calls for simultaneous changes in the skills, responsibilities, attitudes of workers. This necessitates training to workers under HRD Programme.

The new training systems could be described as the total knowledge, skill, creative abilities, talents and aptitudes of industrial workforce, as well as the values aptitudes of an individual involved. It is seen total of innate abilities, acquired knowledge and skill. Human Resource Development through training programme for shopfloor workers includes skill development and best utilization of developed skills for furtherance of their welfare.
This study deals with Human Resource Development through training in the context of workers, with reference to selected large scale manufacturing organization in Pune and Pimpri Chinchwad area. As this study deals with HRD and training; it is relevant here to analyses the concept of human resource development and its scope, nature and significance in today’s global industrial world. Here researcher has also discussed the ‘training’ as an instrument of HRD practice. The nature of HRD has been discussed with reference to the changing Indian Economic and Industrial Scenario due to globalization and the role of HRD practices and concerned training Programmes in the context. This study is based on conceptual and theoretical back drop while analyzing the data collected through primary and secondary sources.

1.2 Concept of Human Resource Development

Human Resource Development is said to be the care of a larger system known as human resource system and HRD is mainly concerned with providing learning experience for the people associated with an organization through a behavioral approach adopting various processes. The individual is provided with learning experiences not in isolation but shares others learning experiences also. Such learning experiences are provided with the main objective of developing human beings for their advantage and producing their powerful physical, mental and intellectual endowments and abilities for the growth of organization.
In a broader scene, the term HRD means those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change. Human Resource Development in the organization context refers to the process whereby the workers are continuously helped in a planned way to –

a) Acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles.

b) Develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner-potential for their own and/or organizational development purposes and

c) Develop an organizational culture where ‘superior/subordinate’ relationships, ‘team-work’ and ‘collaboration’ among different sub-units, which are strong and contribute to the professional well-being, motivation and pride of work.²

In the area of HRD we can continuously develop the people so that, they are competent managers and competent workers and committed to the organizational goals. With growing importance of HRD movement, there has been significant increase in training programme budgets in the organizations. This trend is very noticeable, as many medium and even smaller sized organizations have begun to initiate training programmes. The workers training through HRD activities is not only the process of developing skills of workers; but it is the
process of changing attitudes of the workers by involving them into improving the activities they carryout. This encompasses timely and value added management acts as way of life. The focus of HRD through training is essentially on enabling workers to self actualize through a systematic process of developing their existing potentialities and creating a new ones; unfolding and tapping potentials, capabilities of workers both in the present and for future.

The changes that have taken place in the past few years all over the world have established very clearly that no Nation can isolate itself completely form the rest of the world and survive for too long a time. The new economic policies have pushed India into the race for globalization. The new economic environment has significance to all, of first as citizens of India, next as responsible businessmen, leaders, managers, workers as well as providers of services. If the country has to get the best from the economic policies; we all have to give our best and also get the best from each other. Every profession, discipline and function should contribute to make this happen. Here HRD has a special responsibility as it deals with the people. ³

From the above discussion it is clear that, HRD is the total knowledge, skill, creative abilities, talents and aptitudes of an industrial workforce as well as the values, attitudes of an individual involved. It is the sum total of inherent ability, acquired knowledge and skill represented by the talents and aptitudes of the employed persons. HRD at organizational level includes, carrying out
manpower research and planning to anticipate long term labour market needs, manpower development through training programmes, manpower distribution through an effective placement service and manpower utilization of assure of utilization of the nation’s human resources. HRD at the organizational level is a process by which workers of an organization are helped in a systematic and continuous way. Thus, HRD is continuous process and comprehensive system by itself. That is why every management has to develop its workforce in order to develop the organization. HRD in its turn, almost entirely depends upon workers training, management, and development.

1.3 Scope of HRD

The well known Aristotelian saying is worth quoting here while analyzing the scope of HRD. Aristotle said, “It is as natural for the human being to develop and achieve his full potential as it is for and to grow into a majestic oak tree”.

The focus of HRD essentially is enabling workers to self actualize through a systematic process of developing their existing potentialities and creating new ones, upholding and tapping potential capabilities of workers both in the present and for the future. This is because organizations facing the challenges of the competitive environment of change need to develop systems by which the development of human resources can ensure to meet the changing organizational needs.
HRD has a wide ranging scope as its objectives include-

i) Providing a comprehensive framework for the development of human resource in the organization. ii) Developing climate for employees to discover, develop and use their full capabilities for the organization, the capability of an organization to attract retain and motivate talented employees.

Human Resource Development is therefore a field of knowledge that deals with all those aspects of human beings as are concerned with his creative abilities. In simple terms, the fundamental concern of any Human Resource Development effort is to get the best out of the workers in any given situation, in any given organization.

Human Resource Development is a continuous process and comprehensive system by itself. So every management has to develop its workers in order to develop the organization. HRD in its turn, not solely but almost entirely is dependent upon workers training. Every organization, big or small, productive or non-productive economic or social, old or new, should train all the workers irrespective of their qualification, skill, knowledge suitability of job. Thus, no organization can choose whether or not to train workers of shopfloor level.

Workers training is distinct from management, development, while the former refers to training given to workers in the areas of operations, technical and allied areas and also behavioral skills, and latter refers to the areas of managerial
skills and knowledge HRD assumes that development of workers competencies is a continuous process and most of it should take place on the job in the work place.\(^{(4)}\)

The scope of HRD can be explained also as – any systematic or formal way of developing the competencies and motivation of individuals in an organization and building the organization’s climate can be called HRD method. As such there can be many HRD methods available for organizations. However, the most frequently used methods are as follows-1) man power planning 2) performance appraisal and feedback 3) training, education and development 4) potential appraisal and promotion 5) career development and career planning 6) compensation and reward 7) organization development techniques 8) role analysis and role development 9) quality of work life and workers welfare 10) participative devices 11) communication 12) counseling 13) grievance redressal 14) data storage and research 15) industrial relation.

The present study is limited only to training, education and development. These three HRD mechanisms with different focus and purpose as shown in the following table \(^{(5)}\)
### Table No. 1.1

HRD mechanisms with different focus and purpose

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Activity</th>
<th>Focus</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training</td>
<td>Learning of present job</td>
<td>Improved performance on the present job of the workers.</td>
</tr>
<tr>
<td>2</td>
<td>Education</td>
<td>Learning of other related job</td>
<td>Preparation of the workers for related jobs in not too distant future</td>
</tr>
<tr>
<td>3</td>
<td>Development</td>
<td>Learning – of not related to any specific present or future job</td>
<td>General growth of the workers.</td>
</tr>
</tbody>
</table>

Three broad areas in which training may be imparted are technical behavioral and conceptual. It is commonly believed that the rank and file workers need training in the technical area only. Training in other two areas is not very useful for them. But recent experiences of many Indian Companies, have shown that behavioral training to workers produces several useful results such as 1) improvement in workers behavior with their superior and peers. 2) Development of “we” feeling instead of “I”. 3) Decrease in the habit of hiding one’s own mistakes and highlighting others’ mistakes. 4) Increased interest in suggestion
scheme. 5) Increased awareness of family needs and more interest in family affairs.

1.4 Significance of HRD activities

The significance of HRD arises from the basic principle that, people constitute the active resources of every organization, indeed of every nation who really determine the efficiency of utilization of all other sources—physical and financial. Given the premises that the measure of growth of an organization depends upon the “thrust drag” ratio, the ratio of the force of the thrust that the organization makes in moving forward and the force of the drag that pulls the organization backwards—it is easy to establish that with all their capabilities and potentials, the human resources have a key role to play in shaping an organization and improving its thrust-drag ratio.

The HRD activities are also important because –

i) It helps in the integrated growth of workers.

ii) It helps workers to know their strength and weaknesses and enable them to improve their performance and that of organizations.

With liberalization of the Indian economy, changes are taking place in the corporate sector. There is a pressure on Indian industry to produce quality products and provide quality services. With increased competition, there is a need to become cost effective and efficient. There is also a need to improve
technologies both in manufacturing and services. Organizations therefore, have to upgrade their work methods, work norms, technical and managerial skills and workers motivation to face the challenges of globalization. This can be achieved by ‘training programme’ under HRD activities.

HRD is basically a human process. Every organization consists of man, material, machines or infrastructure and many of all these factors human beings are of special category not only because they have their own needs, ideas, feelings, hopes, aspirations, but also because they are the prime movers behind the other factors. ‘People are human resource and hence valuable to the organization’.

Unlike other resource, human resource requires human touch. They are important contributors to the achievement of organizational goals. People as assets have unlimited potential. It is only important to tap this potential and invest for increasing this resource to yield rich harvest. The whole process of HRD originates in the appreciation of the basic tenets by the top management and their commitment to the cause. However the true test of organization lies in the bottom most layer of the organization or on the shopfloor. The core concept is concerned with the development of human beings who are not sitting in the board room, but toil down the assembly line contributing to the bottom line of the concern with the sweat of their brow. At the shopfloor level the focus of the organizations is to increase the productivity, commitment and consequential motivation level of the worker. The development of the organization is inexorably intertwined with the
development of the workers. In other words, HRD is pursuing excellence of people through enhancing knowledge, skill, attitudes and thereby seeking committed and motivated resources for their intense participation. HRD activities, therefore plays vital role in creating an atmosphere for sustained high quality. HRD activities are essential and significant for any growth oriented and dynamic organization which wants to succeed in a fast changing and competitive environment. It is the efforts and competency of human resources that make the organizations dynamic and grow at a rapid rate.

Personnel policies can keep the morale and motivation of worker in an organization high; but the HRD systems enable the worker to continuously acquire, sharpen and use their capabilities to create an organizational climate which ultimately steers the organization to success.

Japanese management emphasizes the importance of human resources not because of a particularly strong humanistic orientation but rather because this has been the only possible way to make Japanese industries competitive in the world markets. The successful performance of Japanese management, production and other system depends on the effectiveness of its human resources and development of human resource.7

As stated earlier, HRD is needed to develop competencies. No organization can survive, let alone make a mark, if its workers are not competent in terms of
knowledge, skills and attitudes. With liberalization of the Indian economy many changes are taking place in the corporate world. Many public sector enterprises are being sold to private sectors; there is increase in work load, ban on new recruitment retrenchment of workers, imposition of voluntary retirement, schemes and so on. There is a pressure on the Indian industry to perform - produce quality goods and provide quality services. With increased competition; there is need to become cost effective and upgrade work methods, work norms, technical and managerial skills and workers motivation to face up to new challenges. Therefore, development of human resource is essential for many industrial organization which wants to grow.

In India many industrial organizations grew up with a set of implicit unstated values; largely enshrines in the working style of the entrepreneur. This situation in some extreme case made the people feel that they were being treated as passengers in the progress of the organization a feeling of resentment grew and industrial unrest resulted.8

1.5 Essential Factors for the success of HRD programmes

HRD is needed to develop competencies. No organization can survive, let alone make a mark, if its workers are not competent in terms of knowledge, skills and attitudes. With liberalization of the Indian economy many changes are taking place in the corporate sector.
HRD activities will have to play a very crucial role if the following changes, which are sweeping through industry, are to prove successful.

1) **Restructuring of organization and redefining of skill boundaries**

Many companies are restructuring their organization structure by training their management ranks and expanding their span of control. The traditional-functional departmentalization cast around development, manufacturing and marketing are giving place to departments focused on broad classes of products or services. These new departments reduce hierarchy, stress better work, reward creativity and increase receptivity to the customer. The skill sets required of those heading these departments differ from the skill sets required of those heading the traditional functional skills. Unlike the specialist heads of functional departments these heads are required to be generalists who have working familiarly with engineering, manufacturing and marketing.

2) **Emphasis on core competency**

With the licensing era coming to an end in India, Companies now no longer need to preemptively secure licenses in diverse and related areas to outwit their competitors. There is now a perceptible shift in favor of developing core competency through mergers and de-mergers, companies want to professionalize their group.
3) Focus on Quality

In the past, in a protected environment with a lot of demand even for sub-standard products, customers and quality were never considered important and the entire focus was on quantity of output. Due to the success stories of Japanese Companies, there was a shift in management focus and craving for ISO-9000 accreditation started. Now, there is a wave in favour of Total Quality Management which calls for change in the mind-set of workers. In today’s global environment; this can come only through massive Human Resource Development efforts at shopfloor level.

4) Technological Changes

With the advancement in tele communications employees can now work in their homes. ‘Tele-work’ as it called has freed them from the trouble and inconvenience of travelling over long distances. These changes may make Indian workers redundant at some places. The redundant workers everywhere need to be rehabilitated through training. The changes have to be brought about with a human face. At this point HRD manager has a critical role to play.

5) Workforce empowerment

In a country where the “benevolent autocrat” has been the overwhelmingly preferred style real empowerment of the workforce is going to pose as a big challenge for the HRD Manager. He must develop workers capabilities to participate meaningfully in the matters concerning them.
6) **Greater employee retention and commitment**

Employee retention has been at the forefront of human resource strategies in recent times. Worldwide, organizations seeking competitive advantage by leveraging human capital, have had to learn to hold on the best talents in the organization. In respect of worker commitment (defined as the extent to which workers are behaviorally interested in and attached to the organization), Indian workers rank very low, long term HRD interventions using behavioral understanding are therefore, required to establish new work ethics and to build greater employee commitment.

7) **Team development and interterm collaboration**

At present workers in Indian organizations are normally a divided lot with difference rooted in intra and inter union conflicts, regions, castes, departments and shifts. Given the facts that, the output of one section is dependent on the output or support of the other sections, such differences produce an adverse impact on every organization’s efficiency in terms of quantity, quality, cost and delivery. HRD has a critical role to play in building cohesive teams and creating linkages among them.

8) **Building new organization culture**

Organizations need to continuously renew and rejuvenate themselves to face global competition. This needs inculcation of certain values in all workers. These values known by the acronym OCTAPACE i.e. Openness,
Confrontation, Trust, Authenticity, Productivity, Autonomy, Collaboration and Experimentation. Organizations can build OCTAPACE culture only through HRD activities.9

Apart from this, the HRD activities in any organization can be realistic when

1) The organization believes that development of employee is in its own interest.

2) The organizations will provide opportunities and conditions for the development and optimization of human resources.

3) The management is willing to invest adequate time and resources for the development of the workers and to personally participate in the development.

4) Managers have concern for growth of subordinates, and

5) Workers are willing to avail of given opportunities for growth and receive such help from the managers as may be necessary for the development and improving performance. (10)

Training is one of the most important elements of HRD process. The present study is concerned only to this element. Therefore, it is necessary to understand the concept and significance of training and the role of training in HRD.
In the following paragraphs researcher has discussed the role of human resource development activity in workers development.

1.6 HRD for workers: Building an agenda

Organizational experience bear testimony to the fact that, HRD has till recently limited its scope to the development of management staff alone. It also tended to be system oriented and most of them, especially those like performance appraisal, career planning – training are marked by a fairly high degree of sophistication – both in design and execution. In contrast, benevolent and gestures like birthday celebrations, family welfare etc, are often labeled as HRD activities for the worker. In the context of the changing scenario and redefined roles within organization there is a strong need to review the content and focus of HRD initiatives for workers. The workers as a group, differ vastly from the management group in terms of their organizational roles and responsibilities, socio-economic background, interpersonal and intra-personal dynamics, educational level, experience to the world and developmental needs simultaneously, in the current process of transition, the expectations of organization from the workers and vice-versa, are also undergoing a change. A consideration of these various aspects is very vital in designing HRD initiatives for workers.

The practice of HRD as a discipline is based on the principle that in any organization; it is its employees that are crucial for its success and prosperity. The
effort is to bring about a greater involvement of these human resources in the organization. It is a planned, systematic and organized exercise undertaken for the mutual benefit of both the organization and its workers. The development process in an organization thus has two goals. The individual goal for increased satisfaction of the individual employed, and the increased productivity for organization. The broad objectives of HRD effort in any organization are –

i) Building employee competencies for present and future.

ii) Creating a positive work environment (values of protection, openness, autonomy, cooperation and collaboration)

iii) Self development of employees (growth as human being building of process competencies)

iv) Facilitating positive managerial process within the organization.

Every human being is a different and unique individual. To elicit a desired response, the uniqueness of each individual requires to be understood. Therefore, though we talk of HRD systems like essence of real HRD is in the practice of these systems in understanding of individual uniqueness. Each human being in the system is a variable and so the real skill lies in maintaining a uniformity of communication even while allowing for and accounting the uniqueness of each. More concisely put, HRD is more an approach and less of a technique and in this sense; each manager in the process has responsibility for HRD.
Faced with a new environment extremely, managements have began to feel that without a total involvement and contribution from the workers, it will be difficult to meet the challenges. The workers are now expected to perform the role of real partners. The expectations are changing on each dimension – be it productivity, attitudes, trade union, participation, discipline, or quality. Commensurate is also changing expectation from the workers, the management is also changing its attitude towards the workers. The following table explain these facts.

Table No. 1.1

Changing Expectations of Management from Workers

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Obey instructions</td>
<td>Be pro-active</td>
</tr>
<tr>
<td>2</td>
<td>Produce as per norms</td>
<td>Suggest ways and means to simplify process and help raise work norms.</td>
</tr>
<tr>
<td>3</td>
<td>Rigid adherence to rule</td>
<td>Exercise some discretion while adhering to rules and enjoy work</td>
</tr>
<tr>
<td>4</td>
<td>Just mind your work</td>
<td>Understand the implications of your work</td>
</tr>
</tbody>
</table>
Table No. 1.2

Changing Attitudes of Management towards Workers

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Encourage service attitude among workers</td>
<td>Relatively human</td>
</tr>
<tr>
<td>2</td>
<td>Suppression</td>
<td>Relatively open</td>
</tr>
<tr>
<td>3</td>
<td>They will always go to the union if there is a problem</td>
<td>Let us anticipate their problems and resolve them</td>
</tr>
<tr>
<td>4</td>
<td>Money alone can make them work</td>
<td>Money alone does not seem to be sufficient</td>
</tr>
</tbody>
</table>

Table No. 1.3

Changing Expectations of Workers from Management

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Give us money if you want us to work</td>
<td>Give us better work environment, ensure safe and healthy working conditions.</td>
</tr>
<tr>
<td>2</td>
<td>Supervisor is a master and instructions are to be obeyed</td>
<td>We too are human beings and management should understand this.</td>
</tr>
</tbody>
</table>
1.7 HRD Approach to Quality of Work Life:

The industrial revolution has changed the whole concept of life new methods of mass production have been developed. To sustain industrial growth to meet growing demand for commodities and services, new management techniques have been evolved and the emphasis has shifted from industrial enterprise to organized sectors. A vibrant and forward looking organization strives for better results through proper manpower and material management. The concept of human resource development is not restricted to deployment of available manpower for immediate or short term results alone. The successful organization; may it be in the engineering or service sector, is engaged in developing a pool of dedicated and highly skilled managers and workers to meet the present as well as future requirements of the organization.

The Human Resource Development is a comprehensive activity which takes care of manpower requirement of an organization on a continuing basis. The basic objective is to have a pool of dedicated competent managers, supervisors and workers. It is continuous process in which the top management is actively involved. The task is performed both at the physical as well as the mental level. To inculcate a sense of dedication to the organization, a sense of belongingness has to be assiduously cultivated. An employee is likely to develop this vital sense of belongingness; provided he has enough reason to believe that-
i) The organization cares for him and his family’s welfare.

ii) He is assured to continued job in the organization.

iii) There are reasonable prospects for career advancement.

iv) The organization has sound personnel policies where there is scope for fair competition.

v) His work is considered important enough to enable him to put in his best efforts.

vi) There is healthy discipline in the organization where genuine mistakes are treated with compassion while deliberate acts of indiscipline are curbed.

vii) There is free flow of information.

viii) There is a sound system for redressal of grievances and resolving disputes.

ix) The organization encourages informal meetings and get-togethers to develop a more cordial atmosphere at work and after work.

Proper HRD programme with emphasis on both performance of the organization as well as the improvement in quality of work life of the staff and workers do have desired results. Neglecting any of these will have a detrimental effect. Therefore, like improvement in performance of the organization the improvement in quality of work life should also be a nodal objective of the organization. The actual implementation may vary from organization to organization. But the basic approach which are summarized below remains the same.

i) The interest of the organization as also of the staff should be given equal importance.
ii) The organization should plan and project reasonable career prospects for each category of employees.

iii) Personnel policies should be well laid down and should be implemented without favour and bias.

iv) The task of employee should be made simpler. The technology should be upgraded and updated from time to time and procedures simplified.

v) Facilities for sports and cultural activities should be provided.

vi) Informal get-togethers where family members of the workers can also participate should be encouraged.

vii) HRD programmes should be reoriented in such a way that not only managerial and technical skills are upgraded, but there should also be quantitative attitudinal change.

viii) Altruism team spirit and service with humility and loving care should be inculcated in the minds of the staff. This can be achieved by introducing suitable course on moral values. Meditation will also play a very important role in developing the human resources especially in inculcating team work and building extreme dedication and commitment to the cause of service.

ix) The emphasis should be on development of overall personality of the employees through various HRD programmes. Once this is achieved the quality of work life will also automatically improve.
Due to growing technologies certain spheres of special activities of management practices such as information technologies, communication management, consumer finance activities and many other such activities have proliferated. These spheres of activities require professionalized operation. Application of such more sophisticated tools and techniques to manage organizations will also become essential for the very survival of organization too.

Given inflow of more qualified personnel having higher order needs to be satisfied; it becomes imperative for any organization to provide for such satisfaction to its work force. It is essential to ensure that the policies especially HR policies and structure of the organization do not come in the way of developing Human Resources.

Any responsive organization will concentrate more on responding to the employees and their aspirations. It will enable them to be creative and innovative. After all, organizations are judged not only by its plans, policies and products, but also by its people.

The general definition of management has undergone a sea of change from control to development function. Hierarchy has faded and emphasis on them is felt everywhere. Autonomous work group have created miracles in many organizations as in our selected organizations. Quality Circles and other such
small group activities have virtually transformed the role of grassroots employee’ from the mere doers to problem solvers and decision makers.

It is not enough to simply implementing HRD concepts for the sake of implementing or for the sake of creating bulky statistics. If any employer is interested in really achieving HRD objectives, then he has to probe deeper into organizational systems and keep in mind that HRD strategies should fit in to them. Such a probing should be done on an ongoing basis, for the emerging scenario may change after some time and new set of HRD strategies may emerge. Such a new set of HRD strategies has been depicted in the form of HRD Wheel.
Since the quality of work life is an integral part of HRD, researcher has therefore, highlighted the role of HRD in the quality of work life in the following table.
Table No. 1.4

Role of HRD in quality of work life

<table>
<thead>
<tr>
<th>Trends</th>
<th>Short Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization’s responsibility for an employees’ physical, emotional and technological well being will be emphasized</td>
<td>Non-monetary benefits of all types should be increased</td>
<td>HRD professional should educate management about well being issues and development</td>
</tr>
<tr>
<td>Employees will demand more job satisfaction</td>
<td>HRD professionals should explore quality of work life’s role in management / employee collaboration</td>
<td>The HRD field should explore quality of work life’s relationships to employee growth and satisfaction and to the organization productivity and effectiveness.</td>
</tr>
<tr>
<td></td>
<td>Organizations should provide training and development in work attitudes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HRD professional should educate management in worker attitudes</td>
<td></td>
</tr>
</tbody>
</table>

HRD is the integrated use of training and development, organization development, potential development and other such employee oriented development actions for improving individuals, groups and ultimately the organization. It focuses primarily on processes than on results, for the whole HRD technique is based on the
conviction that the results flow automatically through the performance of processes. Designing of HRD strategies should not be taken up on a static basis. It is not the HRD concept, that will determine the efficiency of them. Again, it is not the mere designing of HRD strategies based on such concepts. The real test lies in implementing such strategies successfully for enhancing the productivity and creating a quality of work life for the human assets. By taking into account, what has been mentioned above, any growth oriented industrial organization will be able to steer the HRD wheel clearly through the roads of organization development and create a better quality of work-life.

1.8  Concept of Training

According to J.P.CHAMPBELL

“Training refuges only to instruction in the technical and mechanical questions specifically stated training to organization procedure by which people learns knowledge and skill for definite purpose”.

According to L.L.STEINMETZ

“TRAINING is short term process utilizing a systematic and organized procedure by which non managing personnel learn technical knowledge and skill for definite purpose”.

The efficiency of an organization depends directly on the capability and talent of its personnel, and how motivated they are. Capability of a person
depends on his ability to work and the type of training he receives. While his personal capability is evaluated through proper selection procedure, his training is taken care of by the organization after he has been employed by the organization. Since training inputs may vary from on-the-job experience to off-the-job training, most of the organizations undertake some kind of training for their employees. In Indian organizations, training and development activities have assumed high importance in recent years because of their contributions to the achievement of organizational objectives.

As face with the cutthroat competition, it becomes highly necessary for an organization to be dynamic in plan and action it has to respond effectively & timely to the change in the business climate. This is possible only when the employees in the business climate. This is possible only when the employees in the organization are capable enough to cope with the pressure of changing environment. There is no other alternative them to subject them to various training programs.

Training is a tool to improve effectiveness; it is a plan deliberate learning process in broader sense. Training is thus an avenue for the growth of the organization.

With the recognition of training as an important avenue for development, the scope and application of training has been considerably widened. While largely it still remains a key tool for enhancing job related
performance and organizational effectiveness its value is being increasingly acknowledged in engendering behavioral changes and in developing life skill leading to personal growth. Thus, training has influenced every facet of an individual’s life. As a result of these developments, human relation and personal development training now occupy significant places in the realm of training.

Training is a process of attitudinal change that integrates with life work and self development. It could be a useful aid in improving the transformation process that takes place in an organization in terms of the processing of inputs to outputs. Training needs have to be related in terms of the organizations demands and that of the individuals. Thus, arises the need of identifying training needs.

Identification of training needs is the first step in designing a training program. This exercise takes into consideration not only the existing situation in the organization, but to some extent the post training scenario as well. The process of identifying training needs is, therefore complex and intensive as well as time consuming.

Training needs are identified through a systematic process which helps meet the needs of organization and its culture. This process should enable the organization to determine and keep under review its priority for training should enable quick reaction to problems and opportunities includes both
formal and informal activities and encourage and assist managers and others to play their own roles in providing a learning environment.

Training is an act of increasing the knowledge and skill of an employee for doing a particular job. Training is the systematic acquisition of skills, rules, knowledge, habit and attitudes that have specific applicability to a certain set of situation.

Non-managerial persons learn technical knowledge and skills for definite purpose.

The verb ‘to train’ is derived form the old French work,' trainer’ meaning, ‘to dray’ along. To instruction, practice, exercise etc. according to Chinese HRD scholar, Dr. Lee Yeng- “If you wish to plan for a year sow seeds. If you wish for a ten years; plant a trees and if you wish to plan for a life time, develop a man.” These sentences itself shows the significance of the training. In the words of ‘Decenzo and Robins,’ “training is learning experience, in that it seeks a relatively permanent change in an individual that will improve his ability to perform on the job.” Basically, training can involve changing of skills, knowledge and attitude or social behaviors.

About the concept of training, Harris Daniyal of Oxford University has observed, “training of any kind should have as its objectives the redirection or improvement of behavior so that the performance of the trainee worker becomes
more useful and productive for himself, and for the organization of which he is a part. Training practices normally concentrates on improvement of either operative skills (decision making skills, how to arrive at the most satisfactorily to other) or a combination of these.”

Thus, the objective of training is to develop specific and useful knowledge, skills and technique. It is intended to prepare workers to carry out pre-determined tasks in well defined job contexts. Training is basically a task oriented activity, aimed at improving performance in current or future jobs. The term ‘workers-training’ connotes equipping managers with such knowledge, skills and techniques as are relevant to managerial tasks and functions. Development encompasses the whole complex process by which workers as individuals learn, grow, improve the abilities to perform a wide variety of roles within and outside organizations and acquire socially desirable attitudes and values. Workers training and development is aimed at improving one’s abilities to perform professional tasks. It involves at learning on the job through experience. Participation in formal training or educational programmes is an integral part of overall workers development.

The need for training of workers on a continuing basis in organized sectors of human activity is no longer a matter of debate. The need has been recognized as an essential activity not only of worker but also of trade union leaders.
The primary concern of an organization is its viability, and hence its efficiency. There is continuous environment pressure for efficiency, and if the organization does not respond to this pressure; it may find itself rapidly losing whatever share of market it has. Workers training therefore, imparts specific behavioral skill, technical skills, and knowledge to workers in order that they contribute to the organizations efficiency and be able to cope up with the pressures of changing environment.

From the above discussion we come to know the significant place of training programmes in HRD activities. It is relevant here to discuss in detail the significance of training programmes.

1.9 Historical Perspective of Training

The history of training can be traced back to the Stone Age, as human beings invented weapons, clothing, shelter, and language and need for training become an essential ingredient in the mach of civilization. What is important is that human beings had the ability to pass on to the others the knowledge and skill gained in mastering these circumstances.

Skill in fishing, hunting and self-protections, were passed on to others in that era. With time knowledge and skill passed by artisans, soldiers, and priests were taught to youngsters and a kind of Apprenticeship system was formed whereby an experienced person along knowledge passed to the trainee.
Training grew with the great industrial expansion. As early as 1809, the Masonic Grand Lodge of New York, under the leadership of De Witt Clinton, established vocational training facilities. Manual training began in the United States about 1825. However, most of the manual training schools that sprang up after 1825 were more disciplinary than vocational schools.

One of the Factory school was established in 1872 at Hoe and Company, a manufacturer of printing presses in New York City. Similar Factory schools were established at Westinghouse in 1988, at General electrical company and Baldwin locomotive works in 1901, and at international Harvester Company in 1907. Other companies saw the advantages of having factory schools and they soon became a common practice.

Since the 20\textsuperscript{th} century, training programme has been increasing constantly both in terms of their number and the areas in which training can be offered. Training began being more specialized covering a wide range of areas that may be of significance to the organization.

Our society as whole is also vitally interested in training and educational programme in order to promote employment and utilize the talents of its citizens. One of the earlier Legislative attempts in his regard was the manpower development and Retaining Act of 1962, which was designed to assist in the conversion to new skills of those through out of work by changing job requirements. In 1964, The Economic opportunity Act was directed
towards providing training assistance for young entrants in the job market. Neighborhood youth corps and college work-study programmes were formed to help younger persons whose unemployment rates are typically double the average.

In 1973, because of the confusion generated by literally thousands of publicly financed training programmes, the comprehensive Employment and Training Act was passed.

After an experimental programme in the late 1970s, the job Training Partnership Act of 1982 allocated $3 billion to private industry councils to implement training for the hard-core unemployment.

1.10 Training And Development Learning Theories

There are numerous theories that have implications for training and development; however several are most frequently included in discussions regarding training and development (Noe, 2008). As emphasized by Lewin (1951), it is important to examine these theories not only from a scholarly perspective, but from a practical perspective as well. Training development and learning theories should have clear implications for practice. Additionally, Argyris and Schon (1974) have demonstrated that practitioners who do not have interest or background in academic literature are still likely to be guided by theory-in-use that is ideas about the war training works. The theories or frameworks examined below include action learning, andragogy, critical action research, facilitation
theory, individual learning styles, and social constructivism.

Training and development of human resources in industry has been recognized as an important tool for the development of desirable motives effective work habits and methods of work and thereby improves job performance, reduces waste and accidents, prepare individuals for modified jobs, avoids unnecessary turnover, improved the quality of the product and so on. It means no only merely improved production but also equips the, with capabilities for promotion and health relations. New programmes may encourage employers and managers to accept organizational change to gain a better understanding of organizational goals and philosophy and evaluate economic and social consideration.

“Training,’ ‘Education’ and ‘Development’ are three terms frequently used. On the face of it, three might not appear some differences between them, but when a deep thought is given, there appear some differences between them. In all ‘training’ there is some ‘education’ there is some training. And the two processes cannot be separated from ‘development’. Precise definitions are not possible and can be misleading; but different persons have used these activities in different

Training is essentially the instructing of others in information new to them and its application. It may, and often does, involve the teaching of new
skills, methods and procedures.

Very few people are born trainers, and most of those who wish to be trainers require training. Even those few who are born trainers benefit from training, and their effectiveness is enhanced as a result.

The most important element in a training situation is the trainer. The trainer who is enthusiastic, energetic and genuinely interested in both the subject and getting his or her message across will evoke the greatest response from the trainees. The trainer who lacks interest in training, who has little or no enthusiasm for the subject of the training and who merely goes through the motions of training is a failure. Such a trainer wastes not only his or her own time but also that of the trainees. The inept trainer is quickly identified by the trainees, who react with inattention, lassitude, undisciplined behaviors and absence from training sessions.

Successful training - that which produces the desired result - lies almost entirely in the hands of the trainer. In the trainer's hands lies the heavy responsibility for ensuring that the trainees achieve the maximum possible from the training.

A measure of the success of training is the relationship that develops between trainer and trainees. In a sound, productive training situation there is mutual respect and trust between them, with the trainer taking care to ensure that
even the weakest trainee performs to the highest possible level, and the trainees feeling a desire within them to achieve. In this situation the trainer is the motivator and the trainees are the motivated.

1.11 Significance of training

Training has become more of a perk and less of a ‘competency-building’ instrument. In recent years with increased emphasis on cost cutting, customer service and efficient management of all system, there is a need for more training to achieve these goals, while on the one hand the deterioration of training function has been recognized. On the other hand, the need for good training for all workers is being recognized in the environment, particularly the need to train the workforce and all the workers in addition to the managers has also been recognized. Organizations are likely to get higher return on their investments in training if they move in the direction of skill development programmes.

In Indian industry the training inputs have concentrated largely on managerial personnel. The vast and vital backbone of the organization namely workforce has been ignored many times. Training for them only means technical or trade skill. Attitudinal part of training has been ignored. Actually, it goes hand in hand with; to ensure total employee effectiveness. In fact, attitudinal part of training gives job-satisfaction and it will create a sense of belonging and work-culture. Building of new work culture for today’s globalization era will be the most urgent, important and long drawn affair. The challenge of HRD would be to
create an environment of resilience; which can accommodate and assimilate successfully, changes in systems structures, technology methods etc. people’s team and collectivities would have to describe the right meaning to the change process

An organization’s success is determined as much by the skill and motivation of its workers as by almost any other factor. While this has always been true, the pace and volume of modern change is focusing attention on ways of training through HRD activities, can be used to ensures organizational members have what it takes to successfully meet their challenges.

Today, every organization is for Total Quality Management (TQM). There is a tremendous race to achieve ISO certification. Terminologies like TQM, productivity improvement, and kaizen have become watchwords of the business and industrial organizations. To face the new challenges of globalization, managers and workers understand the value of training. Training practices would obviously envisage and all round training and development of personality of the workers. In the absence of adequate training and development efforts, there may by frustration, dissatisfaction towards job and apathy among the workforce, thus, training practices at shopfloor level is very important for the purpose of workers involvement. Training activities at shopfloor level should gear up to bring about changes in attitudes of workers and not merely try to improve their skills.
Training should be given to all workers in the company. Management must be willing to provide “space” for workers to participate and contribute channels of communication. Free communication removes the hurdles in the grievance handling procedure. It will be effective and quick. To achieve workers’ involvement, it is necessary that the management style puts a strong focus on the “human side”. An open environment provides opportunity to the workers to contribute and develop a sense of pride. There is a need for a “Nurturing” style to faster team work and respect for every member.¹³

Harris Delmark has stated that, training is a tool for attitudinal change. He says, “key values are critical in helping to manage change but only if people live up to them. To accept any change, the shift in the mindset is absolutely necessary with a view to unfreeze and realize one’s own potential and creativity and to bring about a change in their perceptions and attitudes.”¹⁴

1.12 The role of training activities through HRD programmes in today’s industrial world.

No organization has a choice of whether to train its employees or not, the only choice is that of methods. The primary concern of an organization is its viability, and hence its efficiency. There is continuous environmental pressure for efficiency, and if the organization does not respond to this pressure, it may find itself rapidly losing whatever share of market it has. Training imparts skills and Knowledge to employees in order that they
contribute to the organization’s efficiency and be able to cope up with the pressures of changing environment. The Viability of an Organization depends to a considerable extent on the skills of different employees, especially that of management cadre, to relate the organization with its environment.

Bass has identified three factors which necessitate continuous training in an organization. These factors are technological advances, organizational complexity, and human relation. All these factors are related to each other. The training can play the following roles in an organization.

1) Increase in efficiency: Training plays active role in increasing efficiency of employees in an organization. Training increases skills for doing a job in better way. Through an employee can learn many better if he learns how to do the job. This becomes more important especially in the context of changing technology because the old method of working may not be relevant. In such a case, training is required even to maintain minimum level of output.
2) Increase in Morale of Employees: Training increases morale of employees. Morale is a mental condition of an individual group which determines the willingness to co-operate. High morale is evidenced by employee enthusiasm, voluntary conformation with regulations, and willingness to co-operate with others to achieve organizational objectives. Training increases employee morale by relating their skills with their job requirements. Possession of skills necessary to perform a job well often tends to meet such human needs as security and ego satisfaction. Trained employees can see the jobs in more meaningful way because they are to relate their skills with jobs.

3) Reduced Supervision: Trained employees require less supervision. They require more autonomy and freedom. Such autonomy and freedom can be given if the employees are trained properly to handle their jobs without the help of supervision. With reduced supervision, a manager can increase his span of management. This may result in lesser number of intermediate levels in the organization which can save much cost to the organization.
4) Increased Organizational Viability and Flexibility: Viability relates to survival of the organization during bad days, and flexibility relates to sustain its effectiveness despite the loss of its key personnel and making short-term adjustment with the existing personnel. Such adjustment is possible if the organization has trainee people who can occupy the positions vacated by key personnel. The organization which does not prepare a second line of personnel who can ultimately take the charge of key personnel may not be quite successful in the absence of such key personnel for whatever the reason. In fact, there is no greater organizational asset than trained and motivated personnel, because these people can turn the other assets into productive whole.

Training is a continuous process and comprehensive system by itself. As stated earlier, of all the factors of production, man has the highest priority and is the most significant factor of production and plays a pivotal role in areas of productivity and quality. If we think deeply over the meaning of term, “manpower” or “human resources,” it is obvious that man is an individual human being distinguishable physiologically. He possesses a highly developed mind, a keen and perceptive intellect and exalted soul. The word ‘manpower’ combines the words ‘man’ and ‘power’, which refers to the power-physical, mental, intellectual and spiritual inherent in him.

Progressive organizations know that change due to globalization is inevitable and must be managed effectively and creatively. Thus, many organizations are making efforts to remain flexible in order to accommodate
change. New principles of personnel management/ development are therefore, turning towards shared vision, building teams, internal customer orientation etc. Industrial sector is changing with the dramatic changes in technology, production process and quality of products. This is turn calls for simultaneous changes in the skills, responsibilities, and attitudes of the workers. This necessitates training to workers through HRD programmes.

Survival and success of any industrial organization depends on its people. HRD through training deals with human aspect. Human resource is important in improving the productivity and productivity depends upon the quality the workforce and quality of workforce depends upon the achievement, orientation, motivation, participatory abilities professional skills, organizational commitment, responsiveness to change etc. following factors play an important role in upgrading the quality of human resource and bringing about desired productive behavior in the workforce i.e. 1) knowledge 2) skills 3) work attitude and behavior 4) opportunities. Here training activities through HRD programmes assumes importance.

Improvement in man power productivity depends upon the management and management should look to these above stated factors. Thus, empowering people is the key to success of business, through systematic and planned training activities at shopfloor level. Many industrial organizations are spending substantial amount of money and time and efforts on training activities to upgrade the quality
Training activities are playing pivotal role and functions in creating healthy receptive and motivated climate for work. For this purpose an integrated approach is needed at organizational level to improve quality of people and product. This necessitates planning through involvement of people at all levels and strengthening every link chain from board level to shopfloor level of organization for its survival and success. HRD is introducing different concepts, tools to achieve its objectives as training and development, counseling, quality circles, Kaizen, Total Quality Management etc.

As we know, in changing scenario of liberalization of Indian economy training activities through HRD programmes has to play very significant role. On one hand interdependence among countries is increasing and on the other hand many countries all over the world have to face the competition because of globalization. Rapidly growing global industrialization demanded newer skills, trained employees and it is the knowledge, and training that made it possible for men to acquire the skills in various trades appropriate to the industry. HRD is therefore a field of knowledge that deals with all those aspects of human beings as are concerned with his creative ability. In simple terms the fundamental concern of any HRD effort is to get the best out of the people in any given situation, in any given organization, be it the state, the defense, the public sector organizations, the private sector organizations or any other form of organization.
In the past, people and personnel were seen as expenses that must be minimized and controlled. In the context of emerging human resource models workers have to be viewed as assets that require investment.

Here, it is necessary to know about the new environment created by HRD; which calls for -1) workers participation in progress. 2) Job boundaries to go, 3) Holistic approach in work. 4) skill boundaries to go 5) Exposure to potentials 6) Flexibility in management operations 7) Better knowledge levels 8) team work and better adoptability. The role of ‘training’ through HRD programmes in meeting the above stated factors are examined below-

1) Workers Participation in progress:

This concept calls for not only attitudinal changes of workers, but also of management and unions. Since last four-five decades much has been talked about workers participation in management but very little has happened. In fact, this will become the emphasis of business particularly because there could be no difference causing strife, if industries were to survive strict competition. In fact, it will be to our advantage if this concept is encourage, so that, in case the foreign partners chose to leave at any time, the industrial organizations could survive. In fact, the emphasis on workers contribution to organizations without restriction of roles and departments is encouraged through the training of Total Quality Management (TQM)
2) Job Boundaries to go:

Need of flexible manufacturing system is realized now by Indian industries. Because, then the process could be modified to match the environmental needs and market pressure. Hence, many Indian industrial organizations have started to redefine the job boundaries, newer organizations talk of skilled workers, and skilled position with reference to machine. There is need to train the workers about it. Such method could be to identify new areas of operation, Secondly to develop the vision of the workers for genuine growth of the organization and of him.

3) Holistic approach in work:

Here, the realization of each individual worker about his contribution to the organizations success is important. It has been proved that, this is one of the best motivational tools. Here, through training, efforts will be to make workers aware of total organization, its goals the prospects and problems periodically and to ensure a great degree of openness and transparency of operations.17

4) Skill boundaries to go:

It is here that, maximum resistance will be faced. The skill boundary practiced for ages by us can not go over night, while one can integrate related trades and provide special training to the workers to accept the job in related areas; at least in case of new workers proper job name could be given. If the fight between specialization versus integration of skills, it is now being realized that
a person of greater advantages, same organizations have prescribed for promotions to higher grades a need of the worker to have expose of more than one or two skill areas.18

5) Exposure of Potentials:

This is the most fundamental principle of the ‘training’. Here, the efforts of the HR manager will be to – unshackle the minds of the workers and make them to know the total processes and problems and also make them realize and come out with their full potential as over a long period of limited working, they could be thinking of their ability to be limited. Many organizations today are utilizing these tools to coping with globalization.

6) Flexibility in management operations;

This is essential in order to survive in competition. To achieve this, one rout is to encourage workers through training to come out with suitable suggestions for changes. Again by bringing a lot more transparency and clarifying the intention of the changes, organizations could be flexible.

7) Better knowledge level:

Most organizations today understand that better knowledge level of workers is an assets and not liability contrary to the belief of the past. A number of Organization base embarked on specifically designed in-house programmes for
training of workers not only about the organization, but also to make them more knowledgeable.

8) Team work and adaptability:
   An effective tool to achieve this is a well planned job rotation and training activities in the organization, as compared to older organizations where people continue on some job machines for life time.

1.13 Training and Development

   “Man always learn, he must always be a student”. This particular advice opens deep spheres of thinking in the minds of people who are really keen to learn. Perhaps what is hidden in the advice is the incompleteness in each one of us. If man wants to be complete one, the gap has to be filled in between ‘what he is’ and ‘what he wants to be’, this is achieved through Training

   Training

   Training refers to a planned effort by a company to facilitate employees’ learning of job-related competencies. These competencies include knowledge, skills, or behavior that are critical for successful performance. The goal of training is for employees to master the knowledge, skills, and behaviors emphasized in training programs and to apply them to their day-to-day activities.
A training need is the gap between the knowledge, skill and attitude that the job demands, and the knowledge, skills and attitudes already possessed by the trainee. It exists at all levels of the organizations. It is only an employee on one or the other aspect which changes whether one is growing a new chairman or as instructing an operator, given knowledge skill and attitudes or the chosen criteria around which all jobs based in the assessment of training needs. It is possible to over stress the need for overall view if the company s aims, objectives and manpower needs, given the exercise that determines the priorities for implementing training which can off course be critical.

There are three major area in which the staff displays such gaps as knowledge skills and attitude that the job demands and the knowledge, skills and attitudes already possessed.

1) To match the employee specifications with the job requirements and organizational needs: when their performance in their present position does not match up with the required standards this could not be a fault of their own E.g.: new job.

2) Organizational viability and the transformation process when the requirement of job changes due to changing circumstances

3) When the present job Indus job holder to the change the job created which can be filled up only through training.
4) Technological advancement: even organization in order to survive and to be effective should adopt the latest technology like mechanization, computerization, and automation.

5) Organizational complexity: with the emergency of increased mechanization, and automation, manufacturing of multiple product or dealing in services diversified lines, extension of operation to various reason of the country or in overseas countries organization of the most companies have become complex. This leads to growth in number & kinds of employees and layer in organization hierarchy. This creates the complex problem of coordination and integration of activities adaptable for and adaptable to the expanding and diversifying situations.

6) Human relations: - the trends in approach towards personnel management has changed from the commodity approach to partnership approach crossing the relation approach. So, today’s management of most of the organization has maintained human relations and sound industrial relation all though. So training in human relation is necessary to maintain the industrial peace and deal with human problems.

7) Change in job assignment: - training is also necessary when the existing employee is promoted to the higher level in the organization and when there is some new job or Occupations due to transfer. Training is also
necessary to equip the old employee with the advance disciplines, techniques or technology.

1.14 Need Of The Training

Training is the most important activity or plays an important role in the development of human resources. To put the right man at the right place with the trained personnel has now become essential in today’s globalize market. No organization has a choice on whether or not to develop employees. Therefore training has nowadays become an important and required factor for maintaining and improving interpersonal and intergroup collaboration.

Human resources are the life blood of any organization. Only through well-trained personnel, can an organization achieve its goals.

At a glance, we find that training gives the following results:

1. Growth, Expansion, Modernization cannot take place without trained person.
2. Its increase productivity and profitability, reduces cost and finally enhances skill and knowledge of the employee.
3. Prevents obsolescence.
5. Give people Awareness of rules and procedures.
6. Training makes people more people competent.
7. Personnel become committed to their job resulting in proactiveness.
8. People trust each other more.

Finally, our approach to training must be to increase productivity and profitability and secondly to initiate personal growth and development.

The training should be proved more effective if it is need base and it will give the positive impact on both industrial development and human resource development:

A Needs Assessment is a systematic exploration of the way things are and the way they should be. These "things" are usually associated with organizational and/or individual performance (1).

Why design and conduct a Needs Assessment? We need to consider the benefits of any Human Resource Development (HRD) intervention before we just go and do it:

What learning will be accomplished?
What changes in behavior and performance are expected?
Will we get them?
What are the expected economic costs and benefits of?
Training Process

Organizational objectives and strategies

Assessment of Training need

Establishment of Training Goal’s

Devising Training Program

Implementation of Training Program

Evaluation of Result
1.15 **Principles Of Training**

A successful training programme presumes that sufficient care has been taken to discover areas in which it is needed most and to create the necessary environment for its conduct. The selected trainer should be one who clearly understands his job and has professional expertise, has an aptitude and ability for teaching, possesses a pleasing personality and a capacity for leadership, as well-versed in the principles and methods of training, and is able to appreciate the value of training in relation to an enterprise.

No one can dispute the role and importance of training in imparting knowledge and information. It is often said the experience is best method of learning. Training can never substitute experience but certainly shorten the period required for experiencing. Training causes learning, therefore, to make it more effective, the fooling essentials or principles of a good training programme must be noted.

1) Motivation: Trainee must be motivated to improve his skill or knowledge by increased remuneration, promotions, recognition, etc. His desire to improve his job performance will enable him to grasp more quickly new skill & Knowledge. Regardless of the quality of instruction, an in different student will learn little, because human behavior is goal-oriented, a student must be motivated in order to learn. Relating results to pay promotability and responsibility can motivate the employees to learn.
2) Progress Report: Research has demonstrated that people learn faster when they are informed of their progress by means of examinations or through the instruction’s comments providing the trainee with progress reports facilitates the learning process.

3) Active Involvement: Learning is most efficient when the learner is involved in the process rather than just listening is more complete if he actually performs the task to be learned in the subject matter presented to him in form of theories and concepts through case studies, laboratory, experiments, classroom discussion and role playing.

4) Instructions in part: Rather than presenting the whole training program at one time, it is better to break instructions down in to parts, thus crating a series of sub goals for the learner.

5) Reinforcement: Training of employee’s results must be supported by means of rewards and punishments. Successful employees must automatically obtain pay increases, Promotions or recognition, etc., on completion of training employee should be increase in pay or status otherwise, he will lose faith in training programs.

6) Individual Differences: Training of employees is usually given in groups, but it must provide for differences in individual intelligence, abilities and aptitude. It should be noted that there are individual differences, some take more time to
understand concepts and principles, where as others leam faster. Again, some are equipped with more knowledge and information as compared to others. Therefore, groups or batches should be made taking in to consideration their level of understanding and skills.

7) Highly qualified, Experienced and matured persons must provide training with a balanced personality. Expert trainers command lot of respect and attention from the learners.

8) Ideal Place: There must be an ideal place of training however; the place of training depends up on a number of factors. If it is on the job training then it is to within the factory premises. Off the job training should be preferably be provided outside the company premises.

9) Training Period: It should be neither too long nor too short period; trainee does not get a chance to learn much.

10) Training system: Training need and objective must be clearly defined.

    • There should be a proper balance between theory & practical.
    • Training Material should be simple and meaningful.
    • Use of films, audio-visuals, makes training more interesting.
CHAPTER 1

PART B

RESEARCH METHODOLOGY

The increasing global competition forced Indian organizations too to give top priority to the issues of human resource development (HRD). In today’s globalization era, trade, business and entire industrial sectors are changing rapidly. Taking into consideration the industrial sector, the progressive industries have long back realized that change is inevitable in every aspect of industry; like practices of management, welfare of workers, human resource development activities and quality of work life etc., which touch upon the whole gamut of the manufacturing activities. The leading manufacturing organizations in Pune such as, Cummins India Ltd., Kirloskar Oil Engine Ltd., Bajaj Auto Ltd. etc. are making efforts to adopt these changes.

New methods of management such as, shared vision, team building, and the concepts like Kaizen, Total Quality Management, Quality Circles and Six Sigma etc. are being tested on shopfloor level. This changing industrial scenario gives emphasis on customer satisfaction, broad application of quality concepts and participation of all employees in production process, which has given rise to new concepts in workers training programmes under HRD activities.
Today industrial organizations are fast changing and keeping pace with the changes in technology, production process and quality. Never before has the human aspect received a wide spread look and the skill development of workmen has become a vital aspect. This necessitates new training methods under HRD programme for shopfloor level workers in every large scale manufacturing organizations.

The concept of new training systems under HRD programmes could be described as the total knowledge, skill, creative abilities, talents and attitude of industrial workers, as well as the values, aptitudes of an individual involved. Human Resource Development through training programmes for shopfloor workers includes skill development and best utilization of the developed skills for furtherance of their welfare. HRD through training is not only the process of developing skills of workers but it is the process of changing attitudes of workers by involving them into improving the activities they carry out. This encompasses timely and value-added management acts as way of life.

In the area of HRD, we can continuously develop the people so that, they are competent managers and competent workers and they are committed to the organizational goals. With growing importance of HRD movement there has been significant increase in the training programme budget in the organizations. This trend is very noticeable as many medium and even smaller sized organizations arrange training programmes.
The focus of HRD through training is essentially on enabling workers to self actualize through a systematic process of developing their existing potentialities and creating new ones, unfolding and tapping potential capabilities of workers both in the present and for future. Therefore the proposed Ph.D. level study, titled “A Study of Hr - Training Activities and Perception of Shopfloor Workers in Large Scale Industries with Special Reference to Pune and Pimpri Chinchwad Industrial Area”, is undertaken with the aim of study the HR practices through training for workers of large scale organizations in Pune and Pimpri-Chinchwad, and the perceptions of HRD activities among the workers.

1.16 Significance of the study

With globalization, many changes are taking place in the industrial sector. There is a pressure on Indian industry to produce quality product and provide quality services. For this purpose, many large scale organizations are implementing the concept of HRD through training programmes.

The significance of the study can be appreciated with reference to the following paragraphs.

The study can be a useful addition to the literature on the topic which is particularly scarce in the Indian context. It is equally important to examine the impact of such training programmes on the workforce and on the work culture of the organizations. Since many organizations covering manufacturing and service
activities have embarked upon training programmes and benefits have accounted. It would be useful to know to what degree efforts have been rewarded by results. It is essential to know the process of training programmes. It would also necessary to find out, how the programmes have affected the behavioral aspect of workforce.

The Information and analysis presented here on related topic too are likely to be useful especially the industrial profile of the Pune Metropolitan Region. The information as regards the HR activities, specially training programmes of selected large scale industries is also likely to be useful for the academic purpose to the research students of industrial and labour scene.

Such micro level study would help the organizations to understand the best course available for the usefulness of these programmes and how to utilize the available resource for betterment of workforce and thereby betterment of the organizations. This study will help to get feedback on efforts of the training programmes and to examine the perceptions about the training, its value to workers in the light of the information collected by primary sources. The proposed study will be significant to know whether the procedure employed is effective and producing desired results. The proposed study will be significant with a view to understand the impact of training programmes on overall personality of the workers and their lifestyle.
Today, training programmes under HRD activities are a key to survival and success of any industrial organization largely depends upon how much a worker understands the concept of HRD, how much he knows about his job and organization. Hence, the significance of this category of study becomes quite important to gauge the gravity of training programmes under HRD activities in the industrial organizations.

1.17 Selection of the Topic

To some extent in many large scale organizations it referred to the industrial history and changes taking place in Pune city. Researcher thinks that, it is an achievement of HRD departments of these organizations that, there was not any big lockout or strikes at any large scale organizations. During the pre-study visits to some organizations, the places like canteen, workshops, administration office etc., researcher has come to know that there is an absence of typical ‘Industrial Environment” in the organizations. Now, hereby typical industrial environment to be precise; meaning we usually see at manufacturing units between the workers and managements, arguments between supervisors and workers generally at smaller levels. Typical hierarchical dominance of staff over the workers is absent; even though there might not be any kind of disputes in these organizations.

Even today, in the era of globalization and liberalization and implementation of management theories in Indian industries, still there is a thin
line between the workers and management or staff that urges the time dominance on each other, which is one of the basic reasons for disputes or unrest, further, resulting in to lower productivity. Researcher could finalize the topic for study that, what would be the reasons for hormonal relation between the workers and the management for the long years even in ups and downs in the market for company. Apart from this, work environment in organization, satisfied workers and much more which take researcher’s interest into the benefits, provided and training programmes arranged by the organizations and understand the perceptions about these training programmes among the shopfloor level workers. These are the reasons that provided the researcher a base for selection of this topic for the study.

1.18 Objectives of the study

The present study aims to concentrate on the following objectives;

1) To know the details of HRD practice through training to shopfloor level workers of large scale manufacturing organization in Pune and Pimpri Chinchwad Industrial Area.

2) To study the impact of training programmes on the workers in the job, out side the job and in the organization.

3) To ascertain the perceptions of the workers and HRD officials to the HRD programmes.
4) To interpret the data and find out the trends among workers.

1.19 Assumptions of the study

1) There is a positive and good impact of training programmes on workers overall personality.

2) Shopfloor workers are aware about Kaizen, TQM, Quality Circle concepts.

3) HR officers have a positive approach towards training programmes.

1.20 Hypothesis of the study

On the basis the review of literature and discussions with the HRD experts and officers, workers of some large scale manufacturing organizations the following hypotheses were formulated by the researcher, for verification.

1) The HR training is a process of improvement towards knowledge, skill and capabilities of the worker.

2) Training programmes create awareness of Total Quality Management among the workers.

3) Training programmes create a positive impact on overall lifestyle of the worker.
1.21 Work Plan of the study

For the present study researcher has used survey and interview method. The steps are shown in the following flow chart.

- Finalizing the topic of study
- Study the past literature regarding topic
- Visit to selected Industries
- Collect general information of organizations
- Finalize the questionnaires for workers and HR officers
- Fill-up questionnaires
- Testing the hypotheses
- Conclusions and suggestions
1.22 **Scope of the study**

The present study does not claim to be highly comprehensive and the researcher is aware of the limitations. It would be therefore, important to define at the outset the scope of the study.

The present Ph.D. level study has been designed with the aim to understand the HRD practices through training programmes for shopfloor level workers in selected large scale manufacturing organizations in Pune. The concept of HRD is very vast, comprehensive and can be studied from different angles. At Ph.D. level and in short period of time it is difficult to study different aspects of HRD. So the study is restricted to certain training programmes regarding *Quality Management*. Today these concepts are being implemented in every organization in Pune. But this study will restrict to only three large scale organizations situated in different parts of Pune city.

**Regional Scope of the study** -

The geographical limit set for the survey population will be the city of Pune and Pimpri Chinchwad.

1.23 **Statement of the Problem**

The need and importance of the study has led the researcher to state the undertaken research title as follows;
1.24 **Types of data**

Two types of data have been collected for research purpose:

- **Primary Data** - The primary data has been collected from pre-designed questionnaire and personal interview of workers and HR officials of selected organizations.

- **Secondary Data** - The secondary data is collected through the various documents and reports of the Companies, books, various journals, newspapers, magazines etc. Information available on the internet has also been referred and considered for the proposed study.

1.25 **Population (Respondents)**

The population of the proposed research will be the shopfloor level workers and HR officers of selected large scale industries.

1.26 **Selection of sample**

Given the nature of the study units of the population and the different constraints the researcher has selected a sample which benefits the requirement of the study. The sample selection was on the following parameters.
o Nature of the study

o Possibility of assessing the data

o Respondents willingness

**Sample Size:** There are approximately 14 large scale organizations, which have employed workforce of around 100 to 3000 at the maximum. Only 5 large scale industries have been selected. In all 300 workers from these organizations are selected (i.e. 60 workers from each organization. 60 x 5 = 300 workers).

Purposive sample method is used for interview purpose, and 6 HRD officials from 5 large scale manufacturing organizations in Pune. (i.e. 6 HRD officials x 5 organizations = 30).

From the above parameters Non-Probabilistic Convenience sampling with the sample of 330 respondents is selected, out of which 30 are HR officers, 300 workers.

**Data Analysis** - The filled interview schedules are numbered serially and checked for consistency of the data, and any in-consistent data. The questions and responses are codified to represent the data in tabular / graphical form wherever appropriate. Hypotheses is verified using appropriate statistical tools and with the help of Excel / SPSS (Statistical Package for Social Science for Windows).
1.27 Details of Questionnaires / Interview Schedule

Questionnaire for the workers is divided into four parts. In the first part of the questionnaire questions are asked to understand socio-economic profile of the workers. i.e. age, education, income etc. In the second part of questionnaire, questions will be asked regarding the need of training, duration of training, adequacy of training and need and scope for improvement in training programmes etc. In the third part of the questionnaire, questions have been asked regarding HRD through training activities in general and in the fourth part questions have been asked to understand the perceptions of workers regarding Total Quality Management, kaizen, Best Housekeeping and other HRD aided activities. Questionnaire for HR officials which contained factual questions regarding various HR activities implementing in the organization.

1.28 Limitations of the study

As stated earlier the concept of HRD can be studied from different angles. There are various aspects of HRD mechanisms such as training, performance appraisals and feedback, potential appraisals, career planning and development, rewards and workers welfare, work life, balance etc. This Ph.D. level study will be limited only to the study of training aspects of HRD practice. The main purpose of the study is to understand the perceptions of the workers regarding training programme of i) TQM, ii) Kaizen, iii) Best Housekeeping, iv) Quality Circle and
other HRD aided training programmes implemented in the selected large scale organizations, and also to understand the impact of the training programmes on the workers’ life.

1.29 **Delimitations of the study**

1) The proposed study will confine to the selected large scale industrial organizations where workers’ training activities are being implemented continuously.

2) The proposed study will be limited to the shopfloor level workers and HR officers of selected large scale industries.

3) The study will be limited to Pune and Pimpri-Chinchwad industrial area – Maharashtra.
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