Chapter II
Objectives and Methodology

Introduction

The objective of this chapter is two fold. First, the statement of the problem need for the study, objectives, hypotheses and methodology have been presented and second, survey of current literature on the subject has been presented. Human Resource play a critical role in the development process of modern economics, Arthur Lewis observed that there are great differences in development between countries, which seems to have roughly equal resources. Hence it is necessary to enquire into the difference in human behaviour. A world bank study of 192 countries concluded that only 16 percent of economic growth is explained by physical capital (machinery, Building and Physical infrastructure resources) while 20 percent comes from natural capital but not less than 64 percent of economic growth can be attributed to human and social capital. In essence, the difference in the level of economic development of the countries is largely a reflective of the differences in the quality of human resource.

One of the fundamental activity areas of management is the management of human resources. In the management of four M’s – Men, Machine, Material, and Money, the management of men assumes lot of significance due to the fact that human beings are the source of other resources, without him other resources like machines, materials and money-become inert, and their abundance has no meaning and with them other things are multiplied. If a company is economically successful, it is an indication that the management has been able to manage human resources effectively. The human resources are the active force in industrialization and strategies for development should contribute particularly to their enhancement
Sustainable growth and financial performance leads to success of an organization. This depends on how well the organization’s critical resources are being utilized by its managers. The three main critical resources for any organization to succeed are financial (money and securities), physical (tools, facilities and equipments) and human (people to do the work).

**Statement of the Problem:** with the advent of globalization and technical advancement the market conditions have witnessed miraculous changes and coping up with those changes along with the rising expectations has been a big challenge for the organisations. Keeping this in view the researcher focused greater emphasis on the concept of Human Resource Development Practices. Since the organizations realize human resources as most important and indeed as essential imperative for an organization to prosper and grow, on the other hand the employee development and retaining them with the organization is certainly an issue to the management in today’s knowledge based economy. The study is aimed at assessing the HRD practices and its influence on the employee training, career planning and employee development and level of employee role satisfaction in the organization.

Two telecom companies are selected for the study one is from the public sector (Barath Sanchar Nigam Limited) and another from the private sector (Bharathi Airtel) in the selected companies, the total number of middle level managers and administrative officers and executives and assistants are from various departments like HR, Marketing, sales, customer care and finance and MIS, technical and engineering etc. About 105 samples selected from each organization and a total of 210 respondents are chosen for the study. A well structured questionnaire relating to training, career planning and employee development and employee role satisfaction are administered.
**Need for the Study:** Due to liberalization, privatization and globalization of Indian economy many multinational players were entering in every industry particularly in telecom sector. India is one of the fastest growing economies across the globe, and telecom sector is the only sector which has been developing at a rapid rate, contributing a major share in nation’s development. The growing importance of this sector has attracted the attention of the researcher for selecting the telecom industry for the study. A well developed telecom communication system is very important for the growth of a country. Today the competition is very high in telecom industry, against this scenario the human resource play a crucial role for the success and growth of the organization. In this scenario studying of the HRD practices and their influence on the employees is very important in the present scenario. HRD has number of qualities that make it an attractive candidate to focus on the exploration of link between organizational development level characteristics, employee training, career planning and employee development and employee role satisfaction, HRD has a relative consistency but can be managed and done well provided the superiors take necessary initiative to develop the subordinates by creating a developmental climate in the organization. Second important thing is the presence of career planning and employee development.

**Objectives of the Study**

**Prime Objective**

The broader objective of the study is “to study the HRD practices in Public sector (Barath Sanchar Nigam Limited) and Private sector (Airtel) telecom organizations in Andhra Pradesh with a focus on Vijayawada, Krishna district..”
Specific Objectives of the study are:

1) to study the socio-economic profile of the sample respondents and organizations;
2) to study the employee training as one of the HRD Practices intervention based on the opinions in the study organisations;
3) to study the career planning and employee development as core HRD practices intervention based on the opinion in the study organisations;
4) to assess the employee role satisfaction based on the opinions of the study organization; and
5) to offer pragmatic suggestions to the organizations for effective implementation of HRD practices

Hypotheses of the study:

A hypothesis can be defined as an assertion or conjecture about the parameter or parameters of a population, for example the mean or the variance of a normal population. They may also concern the type, nature or probability distribution of the population. It is categorized in two types that are as follows:

• Null Hypothesis (H0)
• Alternative Hypothesis (H1 /Hα).

Null Hypothesis

The null hypothesis typically corresponds to a general or default position. It only means that there is no enough evidence to reject the null hypothesis. A null hypothesis is denoted as H0.
**Alternative Hypothesis**

Alternative hypothesis is the "hypothesis that the restriction or set of restrictions to be tested does NOT hold". It is often denoted as H1

The following are the hypotheses intended to be tested.

- **H0** Existence of development climate does not facilitate effective implementation of HRD practices.

- **H1** Existence of development climate does facilitate effective implementation of HRD practices.

**METHODOLOGY:** The following methodology was used to meet the objectives of the present study titled “Human Resource Development Practices in BSNL and Airtel, The Questionnaire was administered to 210 respondents from both Public and Private Telecom companies of which one belongs to Public sector (Barath Sanchar Nigam Limited) and another belongs to the private sector (Airtel). In each organization about 100 – 150 questionnaire have been administered. In some cases they were rejected.

The entire data has been collected with a view to collect and provide feedback to the organizations about their HRD practices, like training, career planning and employee development and Employee role satisfaction. The organizations that are selected are prestigious and have made a mark of themselves in the telecom (communication) activities they have been taken up in view of long story of success.

**Scope of the study:** It is possible to categorize telecom companies into public sector and private sector. The researcher has therefore taken into consideration two representative companies from the two sectors mentioned above. Further their
classification can be manifested as the management practices vary systematically in the two sectors. BSNL has been the oldest and the most successful telecom company in the entire country and in Andhra Pradesh too. This is surely a representative of the presence of the HRD practices among the public sector companies.

In the private sector, Airtel has been selected for its epitome of transformation in telecom practices that are sweeping telecom sector. Airtel is the major competitor and challenger in the present telecom scenario in India as well as in other 20 nations including Asia and Africa, and it was ranked as fourth.

**Sources of Data Collection:** The study includes both primary and secondary data.

**Primary Data:** The primary data is collected from two organizations. The sample was selected across the organizations to bring about universality of the relationship. The middle level management staff including the heads and staff of the functional departments like production, marketing, human resource, finance and systems were taken. Information was collected by administering a questionnaire designed to fulfill the objectives and to test the hypothesis the questionnaire is divided into three sections.

- The first section elicits the opinions on Employee training,
- The second section elicits the opinions on career planning and employee development; and
- The third section tries to elicit the opinions of employee role satisfaction in the organization.

A Five point Likert’s rating scale was used for the instrument drafting. The scoring scale of the questionnaire was 1=Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree and, 5 =Strongly Disagree. The tool measured the five dimensions which are also most important HRD Practices namely, training, career planning and employee
development and employee role satisfaction. On the basis of these dimensions the HRD Practices are judged in both the organizations.

**Secondary data:** Information gathered from various journals like Academy of Management Journal, HRD Review, Indian Journal of Industrial Relations, (IJIR) Indian Journal of Training and Development, (IJTD) Personnel today, Business vision, HRD times, Indian journal of research, Southern Economist, South Asian Journal of Management, ICFAI reports and other published articles in various national and international journals, monthly journals of BSNL & Airtel. Secondary information has also been gathered from business magazines, like Business India, Business Today. The researcher has also referred various websites that have cited research studies and empirical investigation, along with the BSNL, and Airtel websites.

Though there is limited literature available on the HRD practices of training, career planning and Role satisfaction, the secondary research was beneficial for the topic selected and for acquiring necessary inputs to carry out a thorough primary research on this less researched topic.

**Sampling Procedure:** The study was aimed at assessing the extent of HRD practices prevailing and its influence on the level of employee training, career planning and role satisfaction.

Two telecom institutions are selected for the study. One is from public sector (BSNL) and another is from the private sector (Airtel). In the selected institutions one unit of each institution was selected for the study on random basis. The total number of middle level manager and administrative officers and executives of various departments like HR, marketing and sales, customer care services, finance and IT etc.
are about 105 from each organization, totaling a sample of 210. The sampling technique employed was convenience.

List of Sample

<table>
<thead>
<tr>
<th>S. No</th>
<th>Name of the company</th>
<th>Sample size</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>BSNL (Managers, Administrative officers and Jr. and Sr. assistant and executives)</td>
<td>105</td>
</tr>
<tr>
<td>2</td>
<td>Airtel (Managers and officers and executives, )</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>

Statistical Tools used: The study is mainly of descriptive nature, however, a set of statistical tools have been adopted to make the study analytical. Tools used, are mean, Standard Deviation and Chi-Square test, P. Value.

Chi-Square test

The Chi-square test is an important test amongst the several tests of significance developed by satiations. Chi-square, symbolically written as \( \chi^2 \) (Pronounced as \( \chi \)-square), is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it can be used to determine the categorical data shows dependency or the two classifications are independent. I can also be used to make comparisons between theoretical populations and actual data when categories are used. Thus, the chi-square test is applicable in large number of problems.

This is a technique used to (1) test the goodness of fit. In brief, when we have to use chi-square as a test of population sample variance, we have to work out the values of \( \chi^2 \) to test the null hypothesis (viz, Ho; \( Z^2s - Z^2p \)) as

\[
\chi^2 = \frac{Z^2s}{Z^2p} - (n-1)
\]

Where
Z2s = Variance of the sample
Z2p = Variance of the population

(n – 1) = degree of freedom, n being the number of items in the sample.

There by comparing the calculating value with the table value of X2 for (n – 1) degree of freedom at a given level of significance, we may either accept or reject the null hypothesis, if the calculated value is equal or greater than the table value, the hypothesis is rejected.

**Mean (X)** The mean value is obtained by adding together all the items and by dividing this total by the number of items.

\[
\bar{X} = \frac{X_1 + X_2 + X_3 + \ldots + X_n}{N}
\]

Where, \(\bar{X}\) = Arithmetic Value
\[\sum x\] = Sum of all the variable
N = Number of Variables

**Standard deviation**

Standard deviation measures the absolute dispersion. A small standard deviation means a high degree of uniformity of the observations as well as homogeneity of series, a large standard deviation means just the opposite.

It may be calculated as follows:

\[
s = \sqrt{\frac{\sum x^2}{N}}
\]

\[
x = (X - \bar{X})
\]

**Limitations of the study:** Despite the earnest attempts made by the research scholar to elicit all required data on HRD practices in BSNL and Airtel at Vijayawada, it is subject to certain limitations, which are as follows.

1) the data is based on individual opinion, which may bring some bias;
2) the study has been conducted only in Vijayawada city of Andhra Pradesh due to time constraint;
3) the sample size is also confined to the responses of 210 respondents only; therefore the conclusions drawn can not be generalized for all the public and private sector telecom companies in India; and
4) most of the respondents were reluctant in expressing their opinion freely without any hesitations.

Organization of the Study

The Study is organized and presented in seven chapters.

Chapter – 1

The first chapter is introductory titled HRD Practices – Perspective throws light on various aspects of the HRD. This chapter contains HRD concept and its origin and development of HRD and history of HRD and HRD in Indian Industry and various subsystems of HRD and Philosophy, HRD Matrix and future perspectives of HRD.

Chapter -2

The second chapter entitled “objectives and methodology of the study” is intended to provide a preliminary idea of the contents of the study. It includes introduction, need for the study, research objectives, research design, research methodology, collection of data, scope of the study, and limitations of the study. In this chapter an attempt has also been made to present a review of the literature.

Chapter - 3

This chapter is relevant to present socio – economic profile of the sample respondents, and an attempt has been made to highlight the demographic profile of the customers in the study area.

Chapter – 4

This chapter entitled “Training programmes – an analysis.” is based on the relevant data and information which is collected from the sample respondents through
the survey. An exhaustive analysis has been made and this has resulted in the formation of this chapter.

**Chapter – 5**

The fifth chapter is relevant to the career planning and employee development – An analysis covers career planning and career development programmes and its impact on employees as well as organization by analyzing the opinions of the sample respondents in BSNL and Airtel.

**Chapter – 6**

This chapter is entitled Employee role satisfaction, an exhaustive analysis has been made and this has resulted in the formation of this chapter.

**Chapter – 7**

This chapter is based on the summary of findings and suggestions to consolidate the information and observations found in the earlier chapters. A few suggestions are made to the organizations for the successful implementation of HRD Practices.
Review of Literature

Books:

1) **Rao T.V. (1986)**\(^{45}\) in his book “Recent experience in HRD” felt that organizations can not survive beyond a point unless they are continuously alert to the changing environment and continuously prepare their employees to meet the challenges and have an impact upon the environment.

2) **Kulakarni (1988)**\(^{46}\) in his paper “Future possibilities in HRD Area for Banks” discussed the impact of environmental changes in HRD in banks with special emphasis on recruitment placement, Performance Appraisal, training, promotion and welfare.

3) **Chandra Sekhar (1989)**\(^{47}\) in his work opined that HRD through organizational development helps in organizational restructuring and changing culture for enhancing organizational effectiveness.

4) **Sundaram (1989)**\(^{48}\) in his book concluded that full utilization of the potential of the employees could be possible through all integrated HRD system by using its sub-systems like HR play Performance Appraisal and training.

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\(^{48}\) Sundaram “In recent experiences in HRD”, oxford & IBH, New Delhi, 1989.
5) **Rao T.V. (1990)** in his another similar book “The HRD Missionary” explained HRD instruments, processes, and outcomes. He also discussed the functions of HRD managers in detail.

6) **Krishna Murthy (1994)** in his work “Manager Skills for Technical Personnel” while outlining the importance of HRD stated that employees should be given an opportunity to grow along with the organization and to achieve the objective, he suggested that knowledge, skills and capabilities of employee have to be reoriented as per the changes in the Business Environment.

7) **Udai Pareek and Rao T.V. (1996)** in their work, “Designing and managing Human Resource Systems” pointed out the need for designing a developmental plan for workers with emphasis on work improvement, skill improvement and personnel development.

8) **Krishna Murthy (1996)** in his similar study “Towards Excellence in Productivity through HRD” presented his experiences and insight citing examples such as BHEL, Maruthi, SAIL, TISCO and few other organizations. He supported his conviction that productivity can be achieved through people and people oriented philosophy.

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9) Nair (1996)\textsuperscript{53} in his paper “Dynamics of HRD Processes and the Role of HRD Managers” explained how the reorganization of personnel functions, contributed to the turnaround of steel Authority of India limited

10) Venkata Ratnam (1999)\textsuperscript{54} in his work “HRD for Adjustment at the Enterprise Level “felt that the growing gap between technology and skills re-emphasizes the importance of flexible training which includes enterprise – based training and continuous education.

11) Francis and Ronald Bee (2000)\textsuperscript{55} in their work “Training Needs Analysis and Evaluation” explained the importance of training and training needs analysis for HRD.

12) Lyntan P. Rolf and udai pareek (2000)\textsuperscript{56} in their work “Training for Organizational Transformation” discussed the importance of training from different dimensions; they felt that organizational transformation becomes easy with the help of training.

13) Srinivas R. Kandula (2001)\textsuperscript{57} in his work “Strategic HRD” felt that human resource system could contribute to sustained competitive advantage through facilitating the development of competencies that are form-specific and generate tacit organizational knowledge.


\textsuperscript{57} Srinivas R. Kandula “Strategic HRD” Prentice Hall of India private limited, New Delhi 2001 pp 82-83.
14) Chakravarty E. Ajantha (2002) in her book “Corporate HRD whatever Manager should know about HRD” highlighted that change process can be implemented easily in organizations, provided their human resources are developed.

15) Grieves Jim (2003) in his work “Strategic HRD” assessed the role of HRD in enhancing the skills and knowledge of employees” and also stated how to utilize the human resource strategically.

Thesis:

16) Enthenkuzhy: (1989) in his research study entitled “A study of HRD Practices in Indian Organizations” that HRD mechanisms play more significant role rather than the HRD profile as a whole. He also said that HRD philosophy, training, promotions and rewards are extensively useful for the satisfaction of the employees which lead to employee retention.

17) Basant Kumar (1992) in his thesis “Human Resource Development: A case Study of Khadi and Village Industries” discussed the HRD policies and practices pursued by khadi village organizations at gross root level exemplified by institutions in Tamilnadu & West Bengal. The study concluded that trusteeship principles in organizational context are totally absent. Even the Human Resource Development policies and practices are not conducive to HRD.

58 Chakravarthy E. “Ajantha corporate HRD whatever Manager should know about HRD” Crest Publishing house, New Delhi, 2002 pp 204-213.


18) **Samba Siva Rao (1994)** in his thesis “HRD in India A study with reference to Development of Organizational Personnel in Selected Public Sector Undertakings” compared the HRD Practices of Bharat Heavy Plate & Vessels Limited. With Hindustan Shipyard limited. He concluded that the HRD Program is very much helpful to improve performance.

19) **Visweswara Rao (1996)** in his thesis “HRD in Banking Sector a Study of Public Sector Bank in Andhra Pradesh” made an in depth study of the various HRD activities undertaken by Andhra Bank. The study concluded that HRD helped the bank to improve its profitability, in terms of business per employee and profit per employee.

20) **Misra K (2003)** in this thesis “A study of HRD in LIC of India” discussed the various HRD Practices undertaken by the LIC. In his study, he found that there exists a positive correlation between HRD Practices and performance of the LIC however he has discussed the HRD system in a lighter vein rather than in a detailed way.

21) **Srinivas (2004)** in his thesis “HRD - A study on the perceptions of software professional in Hyderabad” stated that there is a positive correlation between HRD and employee productivity.

22) **Patni Pawan (2004)** in his thesis “A comparative study of HRD interventions in Public sector and private sector banks in India” explained and

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63 Visweswara Rao “HRD in Banking sector a study of Public Sector bank in Andhra Pradesh” Thesis Submitted to Andhra University and awarded in 1996.


elaborated the HRD interventions in detail and concluded the studies with a
note that public sector banks are ahead of private sector banks in conducting
HRD Programs for various categories of employees.

23) **Sujit Kumar A (2007)**\(^{67}\) in his thesis “HRD Climate at NALCO” related HRD
climate to the performance of the company. He found that a positive
correlation exists between good HRD Climate and performance of NALCO.

24) **Nageswara Rao Ch.B (2007)**\(^{68}\) in his thesis “A study on HRD Climate in
Vijayawada Thermal Power Station” discussed the HRD Climate in VTPS in
terms of performance appraisal, training, career planning, organizational
development rewards, employee welfare and HR Information; Study
concluded that due to good HRD climate the company achieved outstanding
performance.

25) **Sucharitha (2011)**\(^{69}\) in her thesis “A Study on HRD Practices – Public and
Private Sector Banks in Hyderabad and Secundrabad” discussed different
HRD Practices and HRD Climate, HRD Development climate concluded that
due to good HRD systems the public and private sector banks have achieved
good growth.

\(^{66}\) **Patni Pawan** “A comparative study of HRD interventions in Public sector and private sector

\(^{67}\) **Sujit Kumar A** “HRD Climate at NALCO” unpublished Thesis submitted to Utkal University,
Bhubaneswar 2007.

\(^{68}\) **Nageswara Rao Ch.B** “A study on HRD Climate in Vijayawada Thermal Power station” Thesis
submitted to Acharya Nagarjuna University Guntur 2007.

\(^{69}\) **Sucharitha** “A study on HRD Practices – Public and Private sector Banks in Hyderabad and
Secundrabad” Thesis submitted to SK University Ananthapur 2011.
Journals:

26) Hegel C (1973)\textsuperscript{70} stated Performance appraisal is another important HRD mechanism. It is the process of evaluating the performance of employees in terms of requirements of the job for which he is employed, for the purpose of administration including placement, selection, promotions, providing financial rewards and other actions, which require differential treatment among the members of a group as distinguished from actions affecting all members equally.

27) Arvind Chauhan, Vitnalbhai Patel (1980)\textsuperscript{71} have described in their article “Manpower Planning”. In simple terms can broadly be described as those functions of personnel managers which covers forecasting, acquiring, developing, managing and utilizing. HR for organizational objectives in consonance with individual objectives.

28) Mohan Rao (1980)\textsuperscript{72} in his article, the basic approach of HRD is to perceive the organization in its totality. Its emphasis is not only on production and productivity but also on the quality of life. It seeks to develop and manage human resources towards greater sharing of personnel, social and economic values – full of development of human resources at the fullest possible socio-economic development.

\textsuperscript{70} Hegel, C. The Encyclopedia of Management, Reinhold Corporation, New York, 1973 p. 654


29) Singh N.K. (1980)\textsuperscript{73} stated it would be a truth to say that the man power resources of any country constitutes the lay and the most critical input in its development. It would be seen that the problem of HRD have peculiar contours and profile in the less developed countries, they not only have to look to their own developmental needs and culture, but also have to evolve varying models of development of human resources depending upon the stage of advancement. The interaction of the dimensions of HRD can be of great value to the less developed countries.

30) Khandelwal (1981)\textsuperscript{74} in his article “Training Horizons in Banking Challenges of the Eighties” explained the training arrangements are at macro level and challenging role for the trainers.

31) Warne Burke, (1982)\textsuperscript{75} has argued that HRD professional should play a more active role in challenging or redirecting corporate downsizing efforts in the organizations.

32) Ramana Murthy (1983)\textsuperscript{76} in his article “HR Factors in Banks” discusses the significance of human factors in the growth and development of Banks.

33) Joshi I (1986)\textsuperscript{77} in his Article “HRD-An Emerging Approach to Banks Personnel Administration” explained the significance of HRD in banks.

\textsuperscript{73} N.K. Singh “HRD in less Developed Countries” Indian Management 1980, Vol. 19. pp 31-34.


34) Sanghi.D.C. (1986) in his article “Trainers Effectiveness” discussed the level of competence required for the trainers. He also stated that factors such as behavior of trainees, personnel needs of trainees and effective use of training inputs determine the effectiveness of trainees to a significant extent.

35) Subba Rao P. (1986) in his article “Bank Branch Manager as a Councillor” discussed the significance of counselling and action planning for employee development. He felt that bank branch managers who counsel their employees as and when required can be successful managers due to the fact that employees who work under them work with commitment and involvement.

36) Gupta and Gangotra (1989) in a similar study concluded that by using various HRD mechanisms, organizational effectiveness could be attained.

37) Mc.lagan, P.A. (1989) in his study “Models for HRD Practices” identified the HRD roles and competencies required for an effective HRD function. He concluded that HRD is influenced by various factors such as greater diversity in the work force increased expectations of employees, work flexibility and also commitment on the part of personnel.

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78 Sanghi D.C. “Trainers Effectiveness” State bank of India’s monthly review New Delhi, May, 1986, Vol XXV, No.5 pp 231-236.


38) Gupta (1991)\textsuperscript{82} in his study expressed that the HRD Plays the role of a catalyst to manage organizational change and development it also catalyze for the comprehensive development of the employees in the organization.

39) Bose & Natarajan PK (1991)\textsuperscript{83} in their study at Colgate-Palmolive highlights that HRD through training can build a firm foundation of mutual trust and interdependence which helps in bringing change in organizational culture, conducive for better Industrial Relations as it leads to increased productivity.

40) According to Prasanna Sai (1993)\textsuperscript{84} training is the most important and frequently used subsystem of HRD, it increases the knowledge, skills and change attitude. Many organizations equate training with HRD and limit HRD activities to training and development from the last decade.

41) Bajpai V.D & Gupta BB (1993)\textsuperscript{85} have made study at J.K. Paper Mills and identified the role of various HRD subsystems in ensuring excellence in work through the Total Quality Management and concluded HRD is the only system to develop the employees knowledge.

42) Maria Carmen Galang (1997)\textsuperscript{86} the present study integrates theory and research on power, politics, and social constructionism to investigate how


\textsuperscript{84} Prasanna sai K. “The emerging role of HRD”. Indian Journal of Training and Development April-June 1993 Vol. 24, No. 6 pp 5-6.


human resource (HR) departments in organizations gain influence. Survey results from 242 organizations demonstrated that symbolic actions are stronger predictors of HR department power than unionization, HR performance, and top management attitudes.

43) **Dr. Robert M. (1997)** in his study “Meeting Human Resource Crisis” felt that the remedy for the human resource crisis is possible only through Human Resource Development. The employees should constantly be sent for practical self-improvement and management development programmes, as it leads to improvement of productivity. If the management does not do so, the growth of the business may be affected adversely.

44) **Sashibhusan Rath, (1998)** in his article: “Human Resource Strategy for the Next Millennium” in this article mainly discussed the updating skills of the employees. Due to the liberalization and globalization a manager or an executive can hardly function effectively unless he continuously updates his knowledge and hones his skills.

45) **Srinivas R. Kandula (1998)** in his article “HRD in Drugs and Pharmaceutical Industry” emphasized the significance of human factor in Pharma industry, and concluded human resource is most important factor for all round development of the organization.

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46) **Amalendu Bhowmick (1998)** in his study “Human Development: The Indian Perspective” stressed the need of human resource development for the optimum utilization of human potential in the productive work.

47) **V.K. Jain, K.C. Singhal & U.C. Singh (1998)** in their study HRD Practices at the middle management level studied at BHEL concluded that there is need to generate a sense of responsibility among the executives so that they can implement the HRD sub-systems in a much better way. HRD sub-systems like, training and development, career planning, goal-setting, performance appraisal, executive development, training, role analysis, potential appraisal etc. need to be restructured. All these sub-systems must be integrated to the HRD Programme.

48) **Shyam Sunder pal (1998)** in his article “Organizational Thrust Reorientation in Public Sector Enterprises for Human Resource Development in the new Economic Environment” stated that human resource development cannot be one-time job it is a continuous process, human resource is an asset for an enterprise which possess it. If the employee’s interests are duly taken care of in respect of continuity of service and advancement in career-upto the maximum level is possible through proper implementation of HRD practices only.

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49) **Rajendra Kumar N. (1998)** in his study “An Investigation into the Contribution of Training towards HRD Culture/Climate/Values in a Public Sector Organization. Training being an important mechanism of HRD Process this article focused on ascertaining the presence of these values in a post training setting as well as to assess the contribution of training towards the HRD Values.

50) **Nagaraju and Kamalanabham (2000)** in their paper, “Identifying Training Needs and Designing Training Using Structured Customer Feedback” felt that identification of training needs is very essential for every organization. If the training needs are identified systematically, accordingly the top management may take appropriate measures to make the training more effective and efficient.

51) **Parthasarathi (2000)** in his article “T-Group Training for Personnel and Organizational Development” felt that T-Group training is an indispensable intervention for team building and organizational development.

52) **FL LOBO (2000)** in his article “Training Dimensions of the Electric Age” explained the challenges of HRD in the HI-tech software professional line. How does a company attract and retain experienced software professionals.

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53) Khader S.A. (2000)\(^97\) stated that at this stage when India has entered the 21\(^{st}\) century, it is time to introspect, analyze and evolve various strategies to harness the abundance of human resource available for the benefit of the economy. Possibly the key to such strategy is scientific manpower planning and development, which in current literature is termed as Human Resource Development

54) Karen E Watkins (2000)\(^98\) stated that practitioners often find themselves admonished to draw heavily on sound theory to inform their work, yet this theory is often inconsistent and outlined key beliefs regarding human resource development HRD and discussed the implications of these beliefs for a theory of HRD.

55) Pattanayak (2001)\(^99\) in his work made it clear that HRD aims to identify competency gaps of employees and train them to perform present roles effectively and create conditions to help employees bridge these gaps through development.

56) Lee M (2001)\(^100\) in his article “A Refusal to define HRD” argues that, although at times it is necessary to define HRD for political reasons, there is a strong case that HRD should not be defined on philosophical, theoretical and practical grounds.

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57) Rao T.V, Raju Rao and Taru Yadav (2001)\textsuperscript{101} in their article “A study of HRD Concepts, Structure of HRD Departments and Human Resource Development practices in India” discussed the current status of HRD functions and HRD subsystems in India against the integrated HRD systems frame work developed at the institute of management Ahmadabad.

58) Swanson R. A. (2001)\textsuperscript{102} in his study asserts the importance of clearly specifying the underlying theory of HRD, and challenges those who do not see this as essential to the profession. The central argument is that HRD must continue to mature as a discipline and that the integration of selected psychological, economic and systems theories serve as the unique theoretical foundation of HRD.

59) ILAMATHIAN. E. (2001)\textsuperscript{103} suggested a study of management development. a tool for HRD. The concept of management development is a part and parcel of the system of HRD. It is very much essential to provide opportunity for the managerial persons to learn and grow in effectiveness.

60) SHARMA N.K. (2002)\textsuperscript{104} stated that due to the concept of LPG the competition among the banks has changed the way of bank management functions presents as compared to pre-reform days, the public sector banks are at a disadvantageous position compared to private sector banks in many areas even the Narasimham committee in 1991 recommended steps that were


\textsuperscript{103} Dr. ILAMATHIAN. E “Management development a tool for HRD”. HRD times, January, 2001 vol. 3 No. 1 pp 37-39.

needed to improve the financial health of Indian banks and employees all round development. Due to this HRD has very important role and there is an urgent need to build up requisite professional cadre, therefore HRD is very important as it provides maximum solutions to the various problems.

61) Baiyin Yang (2003)\textsuperscript{105} despite the vast range of theoretical conceptualizations and empirical studies little is considered about the impacts of organizational / political factors on decision making. The dominant perspective view decision making as an individual psychological process and regards social and political factors as irrelevant. Viewing organizational decision making as a social and political process, this article proposes an integrative model of decision making and draws implications for human resource development practice.

62) Singh: (2003)\textsuperscript{106} in his research study "Strategic HR Orientation and Firm Performance in India" concludes that the strategic alignment of HR planning, selection, performance evaluation, compensation, development, staffing policies plays very significant role in increasing the efficiency of the human resource as well as the development of the organization.

63) Rao T V (2004)\textsuperscript{107} stated although India took the lead in the Asia pacific region in setting up a full Ministry of Human Resource Development, the national human resource development concept in India has largely been limited to education, culture and employment. The complexity of the country perhaps makes it difficult to have integrated HRD systems at the national


level. Networking and learning from each other among various ministries and institutions and from the corporate sector will; however, go a long way in effectively evolving and implementing NHRD policies

64) Pradip N Khandwalla (2004) in his article “Competencies for Senior Managers Roles” highlights with several illustrations, the multiple, strategic, operations-related roles that senior level corporate managers play and the competencies needed to play these roles effectively. It presents data on the effectiveness with which 27 managerial roles were played by a sample of 73 Indian senior level corporate managers and also their ratings on 45 competencies. Data analysis led to the identification of six’ core’ competencies that were associated with the effective playing of most of the strategic, operational, and leadership roles. Such core competencies can significantly facilitate effective HRD strategies for developing senior managers.

65) Nambiar Bhaskar (2004) in his article “Developing Proactive HRD Practices for Good and Bad times” felt that the success of Indian oil corporation (one of the fortune 500 companies) can be attributed to the training progress undertaken for various cadres of employees right from the junior most operator to the chief of the organization.

66) Patel M.K. & Bhuvana K. Iyer (2004) conducted a study on “HRD Practices in Drugs and Pharmaceutical Industry” As a part of the study, they

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have collected a data from 125 respondents covering eight pharmaceutical companies in the state of Guzarat and the study concluded that a good amount of importance is given to human resource both at the policy level and practice level.

67) **Pattanayak: (2005)**\(^ {111}\) in his study opined that human resource plays a very significant role in strategic planning and the success of corporate organizations depends largely on entrepreneurial behaviour he also made a comment, take the help of professionals while planning strategies so as to achieve the organizational growth

68) **Amitabh Kodwani, Abhinaya. C and Swapnika C. (2005)**\(^ {112}\) in their article “Training and Development Practices: A study on Indian Public Sector Banks” stated that in the banking sector, the training and development function holds the key responsibility by helping employees to upgrade their performance in a continuous basis and also stated training and development function play enhanced role and holds more importance as it deals with knowledge workers and intelligent customers in the service industry.

69) **Manikandan, P and Anwer M.M (2005)**\(^ {113}\) in their article “HRD through Training” stated that people working in various organizations need to be constantly updated with appropriate skills to perform their roles with increased efficiency, effectiveness and excellence. Further they stated that training is one

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of the important mechanisms of HRD and hence certain issues related to training functions need to be given due consideration for making the training function effective in organizations.

70) Srinivas B.S.S. (2005)\textsuperscript{114} in his study “HRD Practices in the Software Industry” observed that software industry considers HRD as an investment. However, the study is confined to selected software companies in Hyderabad city only.

71) Udai Pareek and T.V. Rao (2007)\textsuperscript{115} explained the importance of HRD. HRD professionals are constantly facing a range of challenges and are dealing with concerns related to several organizational issues in performing their roles especially while providing training and career development session. HRD manager acts as a facilitator and skills deliver leadership styles, personality profile of leaders, and competencies and innovative work techniques. It is also proposed that HRD team is required to adopt wider perspective towards its outlook and incorporate innovative thinking..

72) Vijay Kennedy (2007)\textsuperscript{116} in his article HR is being increasingly recognized as a prime source of strategic advantage. The significance of HRD is all the more vital in service sector. This article examines the HRD Practices in banks in Coimbatore.


73) Greg G Wang (2008)\textsuperscript{117} this article focuses on the foundational roles of economics in human resource development. Theory and practice are highlighted as well as the need for comparative studies. A framework for conducting comparative human resource development policy studies is proposed.

74) Dr. SHISHIR BHASKAR (2008)\textsuperscript{118} in his article, “Meaning and Objectives of HRD” stated HRD is the process of helping people to acquire competencies, there are various factors which facilitate the process of HRD and these are performance appraisal, Potential appraisal, training and development, organizational development, potential development, Job rotation, Reward and Welfare, Etc.

75) Basarkar Shishir (2008)\textsuperscript{119} in his article Knowledge Management and HRD the role of knowledge management. HRD has increased many folds due to fast and growing changes in technologies, competition, legal system, and procedures etc. Parallely there is higher need for competencies in all work fields and this has aroused the thought that how these can be developed and sustained. The final achievement of the HRD and Knowledge Management is to obtain the competent employee in the organization who shares the organization development.


\textsuperscript{118} Dr SHISHIR BHASKAR, “Meaning and objectives of HRD”, HRD Times, November 2008, Vol. 12, No.4. p.12.

\textsuperscript{119} Basarkar Shishir, “Knowledge Management and HRD” HRD Times, November, 2008 Vol.12 No. 4 pp 11-13.
76) **Prakash R. Pillai (2008)** in his article “Influence of HRD Climate in the Learning Orientation of Banks employees” made an attempt to analyze the influence of the HRD Climate existing in bank on the learning orientation of the employees. He concluded that the level of learning orientation of employees is highly influenced by the learning and development climate entered by their organizations.

77) **Richard J Torraco (2009)** in his paper “Six Theoretical Perspectives on Work Design” are examined for their contributions to our understanding of how work is organized and designed in organizations: socio technical systems theory, process improvement, adaptive structuration theory, the job characteristics model, techno structural change models, and activity theory. A critique of these theories raises concern about their ability to explain the design of work in new work environments. The critique highlights the need to eliminate the discontinuity in how theory explains the structure and articulation of work among system levels.

78) **Anad V (2009)** HRD being in the background, it still plays a very important role in the overall success of any business, this is because the HRD is a unique department among all, that handles the most valuable asset of any company..

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79) Mohammad Aslam Khan (2009)\textsuperscript{123} “HRD and financing issues: A South Asian Perspectives” in his article in an increasingly globalizing world, the challenge for the south Asian economies is to develop human capital for achieving socio-economic progress and competitive edge. Development of a well-educated and skilled labour force will assist these countries in graduating from labour intensive to higher value skilled intensive and technologically advanced countries, low investment in HRD is one of the major problems with the current level of investment in education and skills development the south Asian countries can not develop their workforce to be competitive in global market and enhance the productivity the presence of a large “fiscal gap” limits these countries, abilities to reduce human development gap the need to secure adequate fiscal space to increase resource for HRD requires a prudent fiscal policy to achieve significant improvement in HRD as it leads to improve the opportunities and employment, increase in living standards of millions of people living in poverty and deprivation.

80) Manju Baghmar and Ankita Mogra (2010)\textsuperscript{124} summarized the HRD importance in Indian Hotel Industry the need of any hotel is because of its service which enhances the comfort of customers in respect of accommodation food and a feeling of luxury. All these aspects make human resources of the hotel more important as this is the only resource which can facilitate the guest. HR department needs to upgrade and update its man power to provide better service through HRD Mechanism.


81) Devraj B.H. & Srinivasa Murthy MD. (2010) have summarized the emerging trends in Human Resource Development. HRD assumes significance in view the fast changing organizational environment and need of the organization is to adopt new techniques in order to respond to the environmental changes, thus HRD is vital, useful and purposeful; Indian organizations are also witnessing a change in system, management cultures and philosophy due to the global alignment of Indian organizations, there is a need for multi-skill development.

82) Romi S. Hayat, Mohammad Asiam Raza (2010) in their article “HRD Choice and Opportunities” Training and education as a prime ingredient, not only in the process of creating jobs and generations growth, but in improving the capacity of economies to ‘seize the moment’ by capitalizing opportunities and occupying the many niche markets emerging from interface between rapid globalization and technological change the HRD and vocational training situation in Pakistan are not impressive as compare to its competitors, neighbours and other developing countries of Asia and south Asia. Malaysia is spending about 8 percent of its GDP on education, while Pakistan is spending less then 2 percent ever lower as overall south Asian countries, so there is need to increase the HRD practices in Asian countries as it develops the nations economically.

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83) **Dr. Harish Kumar (2011)**

HR plays a pivotal role in the accomplishment of organizational mission. Top management attaches special significance to HRD Process and systems. In order to develop this key resource to ensure the growth and development of HR top management ought to strive to create and sustain an encouraging HRD Climate. This always helps organization to be productive and profitable.

84) **Chandan Kumar Sahu and Sitaram Das (2011)**

in their article “Employee Empowerment and Organizational Outcomes: the Strategic Interaction” stated in today’s competitive world technology and competition forcing the management to more prioritize to HRD department. HRD give more emphasis on the importance of empowering and involving people in the organization. Employee empowerment is an important process in the organization to foster better decision making, high job satisfaction, higher productivity, low absenteeism & labour turnover better problem-solving through initiation of learning empowerment.

85) **Anil Kumar Singh (2011)**

in his article “HRD Practices & Managerial Effectiveness: Role of Organizational Culture” stated due to the globalization, the economic scenario has changed not only at the global level but also in the country demands changing of work place. And this can be reached through HRD Practices only. HRD process is an ongoing process whereby employees are constantly learning, changing, adopting and reinventing themselves for

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organizational objectives. HRD always creates conditions that empower people to get the best out of themselves. HRD practices and organizational culture were strong predictors of managerial effectiveness both in private and public sector organizations.

86) Sailaja P. (2011)\textsuperscript{130} in her article stated HRD aims at developing of one’s career and implementation of career plans by means of education, training job search and acquisition of work experiences. HRD includes succession planning which implies identifying, developing and tracking key individuals for executive positions.

87) Meena surie Wilson and mily Hoole (2011)\textsuperscript{131} in their article “Developing Leadership: India at the Cross Roads” say that, In 1981, India faced one of its worst economic crises, with the countries barely able to finance three week’s worth of essential imports an ambitious programme of Liberalization and economic reforms was launched for the first time in the history of independent India, since then the economy has taken long strides forward the challenge for today’s business is developing leaderships even today a majority of leadership development interventions whether provided in-house nor in collaboration with business management schools focus on knowledge related to leading the business and also offered to increase expertise in areas such as strategy formulation, implementation, evaluation, finance, marketing, logistics and HRM/HRD activities to provide theoretical and applied knowledge in the

\textsuperscript{130} Sailaja P. “Right HRD Strategy” HRD times May 2011, vol. 13. No. 5 pp 41-42.

\textsuperscript{131} Meena surie Wilson and mily Hoole. “Developing leadership: India at the cross Roads, Vikalpa July- Sep 2011 Vol. 36. No. 3 pp 1-8.
areas of decision making, innovations and organization change, handling crisis it is possible through strong HRD practices in colleges and organizations only.

88) **Vijayasamundeswari S. (2012)**\(^{132}\) Stated as the part of HRD Subsystems Training and development is one of the important aspects. Training and development offers more than just increasing knowledge. It offers the added advantage of networking and drawing from others experiences.

89) **Nirmala Kumari (2012)**\(^{133}\) in her article stated to make the organizations more effective, it is the primary function to develop the capabilities of employees who are solely responsible for organizational development as it is possible through HRD Mechanism only.

90) **Radha P. (2012)**\(^{134}\) in her article “HRD TODAY”, human resource is the most important feature of many businesses especially in an economy where there is an increasing shift towards service-based industries. HRD will develop the competencies to grow, reduce absenteeism and motivate the staff and develop the team work.

91) **Kumudha A. (2012)**\(^{135}\) in his article HRD Levity of Management Education is the core objective of HRD program is based on providing opportunities for individual’s growth potential and conducive to climate for contributing to the achievement of organizational goals.


\(^{134}\) Dr Radha P “HRD TODAY” HRD Times June 2012, Vol. no pp 17-18.

92) **Surat Kumari M and Balagar Jyoti (2012)** in their article “HRD Climate of Canara Bank” study at Gulbarg circle office. Say that Human Resource is the most important active factor of production and refers to the knowledge, skill creative ability talents, values, belief of work force. These resources play an important role in deciding the efficiency of an organization and their development would lead to organization development and it leads to national development.

93) **Krishnamachari & Shireesha(2012)** in their article “ HRD Practices in IT Industry” stated that HRD is the framework for the expansion of human capital and it always focused on the development of the competencies of the people and concludes that in IT companies acquiring talent, enabling talent, grooming talent and building the culture are the part of HRD.

94) **Narasaiah P.V. & K. Padmapriya K. (2012)** in their article “HRD Practices in Power Sector- A study” Economists and social scientists believed that human resources are the most important assets in the organization unlike other resources. In most organizations human resources development is a stand alone function of HRM. HRD brings about alround development of people so that they can contribute their best to the organization, society and the nation. The basic philosophy of HRD is based on faith in the potential inherent in every human being, given the right job, challenges the potential

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manifests itself. Human resource development has been defined as essentially consisting of three Cs competencies, commitment, and culture.

95) **Zafar Ul Hassan Almas (2012)** \(^ {139}\) “Role of Effective HRD Policies for Economic Development in South Asia” South Asian nations shared same poor economic development two three decades before with their east Asian Counter-parts but after that both regions are worlds apart with no comparison of economic advancement the distinguishing feature is only effectiveness of Human Resource Development (HRD) in East Asia and ignored area of focus in south Asia the resource abundantly available in south Asia is their human capital which could be transformed into precious asset through reforming existing education and technology base, this huge potential could be exploited by dovetail HRD policies into national growth strategies and development works of South Asia.

96) **Vijaya Ratnm & Srinivas (2013)** \(^ {140}\) in their article “Training Programmes the Key to Success and Growth of Bharat Sanchar Nigam Limited” stated in today’s competitive business environment, the training programmes are very important because they lead to improve the employees performance and organization development.

97) **RN Misra (2013)** \(^ {141}\) in his article “HRM: Challenges in the Contemporary Business” as the pace of change increase in global markets, economic

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uncertainty and technological advances, leaders must both adapt their organization and help their employees respond to change. To build both organization capabilities and individual competencies, HR department must practice and implement the HRD subsystems like training and development and career planning, potential appraisal etc.

98) **Aryasri A.R. & Aijaz (2013)** in their article “Managing diversity to create a High Performing Organization” stated that in every organization employees are working from the different backgrounds and different cultures like caste, creed, region, religion and gender. But by definition an organization makes people to come together and work towards a common goal. In this regard HRD is the most important to create professional culture and knowledge.

99) **Nazeer M. (2013)** in his article “HRD in Public Sector Enterprise” stated that HRD is multifaceted exercise which involves training, objective performance appraisal and guidance and bring about an attitudinal revolution among the employees, developing positive attitudes, approaches, thinking and problem-solving attitudes and conditioning of minds among the employees along with a simultaneous upgradation of skills, knowledge, experience, expertise, perceptions, grasp and understanding of the varied problems in the organization.

100) **Rajesham & Devender (2013)** in their article “HRD Practices in Singareni Collories Company Limited” stated if employees are sufficiently

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144 Prof. Rajesham Ch, and Devender V. “HRD Practices in Singareni Collories Company Limited”
motivated, trained, informed, managed, utilized and empowered they will be more productive at work, which results in more production and sales for the organization. Organizations that develop a well informed and proactive approach to strategic HRD planning have an opportunity to gain a crucial competitive edge. The well planned and properly run HRD practices will achieve measurable positive outcomes for the company, only the human resource has unlimited capacity and potential to contribute to the growth of the organization.

101) Avantika Tomar and Amit Dhiman (2013) in their article “the New Service Management School of thought acknowledges a set of new Human Resources Management /Development Practices” underpinned by the concept of satisfaction mirror between customers and front line workers. HRM practices in the cycle of success includes, careful selection of the staff, high quality training, well designed support system, performance appraisal, career planning and employee development, empowerment of employees, teamwork appropriate measurement, rewards and recognition and the development of a service culture, the model for achieving cycle of success HRM/HRD practices were most important, as it works properly it leads to customer satisfaction and organization growth..

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