INTRODUCTION

The competitive business environment of the 21st century is highly global, customer centric, talent dependent, information based, fast paced, continually changing, technology driven, forging new partnerships and alliances, increasing organizational vulnerability, unstoppable capital flow, continuous learning and open to everyone. Against this backdrop, business organizations have to grapple with acquisition, support, development and retention of human resources, increasing productivity and quality service and build appropriate culture, leadership, innovation, accountability, commitment and readiness of human resources. Thus, organizations in these days face various risks and challenges.

HUMAN RESOURCES (HR)

Management is concerned with the accomplishment of organizational objectives by utilizing its physical and financial resources through the efforts of human resources. The term ‘Human Resources’ is quite popular in India with the institution of ‘Ministry of Human Resource Development in the Union Cabinet’. According to Leon C. Meggionson, the term ‘human resources’ can be thought of as, “the total knowledge, skills, creative abilities, talents, and aptitudes of an organization’s workforce, as well as the value, attitude and beliefs of the individuals involved” (1).

Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization’s mission, vision, values and goals.

Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit.
A nation with abundant physical resources will not benefit itself unless it makes use of its human resources. In fact the human resources are solely responsible for making use of the physical and natural resources and for the transformation of traditional economies into modern and industrial economies. In essence, “the difference in the level of economic development of the countries is largely a reflection of the differences in quality of their human resources. The key element in this proposition is that the values, attitudes, general orientation and quality of the people of a country determine its economic development”. The success of any organisation largely depends on the efficient human resource development, apart from its operations, marketing, and sales.

Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organisation by developing an appropriate mutual relationship. The problem of integration arises from the fact that organizational interests and individual interests do not automatically coincide. In their drive to fulfill objectives such as growth and profits, organisations normally tend to function in ways that neglect or violate the interests and needs of individuals. Integrating the individual with the organisation, therefore, requires conscious and deliberate organisational and managerial action to bridge the gap.

For individuals to be able to develop a sense of empowerment vis-a-vis the organisation in which they work, strategies have to target not only individual attitudes, skills and behaviour but also the organisational contexts in which they live and work. The ultimate test of the effectiveness of HRD is whether every individual in an organisation feels that he or she is a master rather than a slave, an end in himself rather than merely an instrument in the hands of the organisation.

Although development of human beings has been in existence in one form or the other since the dawn of civilization, a planned and systematic approach to Human Resource Development (HRD) began mainly in the 20th century. HRD means an organized learning experience aimed at matching the organisational need for human resources with the individual need for career growth and development. It involves a series of learning activities designed to produce behavioural changes.
in human beings in such a way that they acquire a desired level of competence for present and future roles. HRD is not a set of techniques but a process of helping people to acquire necessary competencies. It is based on the belief that everybody has a potential and a valuable asset that can be developed in an appropriate environment and support.

According to Prof. T.V. Rao, a well-known authority on HRD, “HRD is a process in which the employees of an organisation are continually helped in a planned way:

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

b) develop their general capabilities so that they may be able to discover their own inner potentialities and exploit them to fulfill for their own and organisational development purposes, and

c) to develop an organisational culture where superior-subordinate relationships, teamwork and collaboration among different sub-units are strong, and contribute to organisational wealth (or professional well-being) and motivation and pride of the employees”.(2)

HRD is an organized learning experience, conducted in a definite time period, to increase the possibility of improving job performance and growth. HRD can be modeled as:

**Human Resource Development is concerned with Building of**

![Model of HRD](image)

Thus, HRD is the integrated use of training, organisational development, and career development efforts to improve individual, group and organisational effectiveness.
In a larger context HRD refers to empowering the people and enabling them to use their power for development of the organization to which they belong and society at large. It refers to developing pro-activity and capacity to embrace larger issues. Considering the vital importance to human resources, they are now being treated as assets, which are most precious for the survival of the organization. New values are being added. There has been shift from traditional master-slave relationship to the modern trusteeship system (in which employers and employees are considered as partners investing their wealth and labour respectively) and from traditional salary administration to the new Human Resource System (HRS). Human resources being a part of the organization, HRD is a sub system of larger system i.e., the organization. And HRD is the center of HRS and most vital for the organizational advancement. HRD includes both the development of the people and development of the organization.

Human resource development (HRD) is a vital component of successful operation and performance of many institutions. Many firms have attempted to find the most effective training to develop their employees following the general purpose of HRD which is to improve individual performances associated with knowledge, skills, and attitude (Swanson & Arnold, 1996\(^4\); Mathis & Jackson, 2003\(^5\)).

HRD has three fundamental component areas such as individual development (personal), career development (professional), and organizational development. The importance of each component will vary from organization to organization according to the complexity of the operation, the criticality of human resources to organizational efficiency, and the organization's commitment to improve human resources. Organizational development was directed at developing new and creative organization solutions to performance problems by enhancing congruence among the organization's structure, culture, processes, and strategies within the human resources domain. The ultimate goal of organizational development is therefore to develop the organization's self-renewing capacity. As a result, the organization will be able to regenerate itself over and over again as it confronts new and ever-challenging circumstances.
Principles of HRD System

1. HRD system should help the company to increase enabling capabilities which include development of human resources in all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc.
2. It should help individuals to recognize their potential and help them to contribute their best towards organizational development.
3. The various organizational roles they are expected to perform.
4. It should help maximize individual autonomy through increased responsibility.
5. It should facilitate decentralization through delegation and shared responsibility.
6. It should facilitate participative decision-making.
7. It should attempt to balance the current organizational culture with changing culture.
8. There should be a balance between differentiation and integration.
9. There should be a balance between specializations of the function with its diffusion into the others.
10. HRD system should ensure responsibility for the function.
11. It should build upon feedback and reinforcement mechanisms.
12. It should maintain a balance between quantification and qualitative decisions
13. There should be a balance between external and internal help.
14. It should plan the evolution of the function.
15. There should be a continuous review and renewal of the function.

HRD – Its Importance:

Dynamic and growth-oriented organizations do require HRD to succeed in a fast-changing environment. Organizations flourish only through the efforts and competencies of their human resources. Personnel policies of the organization do provide the morale and motivation of employees high, but these efforts are not enough to make the organization dynamic and take it to new directions. Employee capabilities must continuously be acquired, sharpened and used. When employees use their initiative on task risks, experiment, innovate, and make things happen, the organization may be said to have a ‘good’ culture. Even an organization that
has reached its peak has to adapt to the changing environment. All the organizations do require the need for processes that help to acquire and increase its capabilities for stability and renewal.

HRD is not an activity carried out in an isolated environment. It basically aims at developing the individual for his own growth. In turn he also contributes to the fulfillment of the company objectives. Therefore, the HRD does not keep the individual from his normal area of activities. It goes towards him places in the very context of life at his work-place, home and society.

Among other things, HRD gives attention towards creating a home environment in the work-place where the worker gains and assurance of being cared for in the most personalized manner. The worker should not carry the worries of the work-place to his home.

As, normally, a worker spends a major portion of his day time in the shop-floor, the management should concentrate on the work-place and improvements in the quality of work life.

Quality of Work life encompasses various aspects relating to work environment, employees motivation, technological facilities, quality and humanism of managerial care and supervision, management-union relation and so on. HRD pursuit of quality improvement in work life has to be a planned, systematic and consistent concentration on these specific areas.

**Growth of HRD:**

Set of factors which draw attention of HRD in organizations stem from changing organizational environment and organizational necessities to adapt and innovate in response to these changes (Gupta K, 1988). Some of these factors are:

1. **Increasing competition:**

   Increasing competition requires higher efficiencies as well as better human resources to meet the challenges. Such competition also makes it difficult to recruit the right kind of people.
2. **Expansion and Growth:**

Organizational growth and expansion leads to increased complexity of operation. Managers of these organizations need a higher level of managerial skills. As such the organizations require more sophisticated systems for optimum utilization of its large human resource pool.

3. **Rapid Technological change:**

Rapid change in technology demands frequent changes in organizational structure and systems as well as change in the required skills. All these changes create conflict, stress and obsolescence of skills and the need to innovate solutions related to these problems.

4. **Lack of suitable manpower:**

Due to lack of sufficient industrialization, increasing competition and changing technologies, many organizations face the problem of getting suitably trained and skilled people at various levels. This necessitates the organization to develop its own human resources.

5. **Changing needs of people:**

Due to various sociological changes, the needs and aspirations of the employees change from time to time. These needs are related to work benefits, career growth etc. Organizations need to develop ever – new response to these changing needs through more suitable human resource management policies and systems.

**Impact of HRD on Success of the organization:**

The success of an organization depends to a large extent upon the capabilities, competence, efficiency and effectiveness of its human resources. The HRD system is an essential tool for management in order to develop a strong capability, competence and responsibility among the employees of a concern. It is now a firm belief that the organizations can improve their effectiveness and productivity through the development of human beings. Thus, HRD is the core of existence and strength of an organization, no organization is immune to the need of HRD to acquire and increase its capabilities for stability and renewal.
HRD in accomplishing the organizational goals:

HRD is helpful in the fulfillment of committed goals of an individual, organization and society. It increases the capabilities and efficiency of an individual which is likely to reflect itself in the long run in the well-being of the individual good reputation of the institution and ultimately the well-being of the society.

HRD Mechanism:

In the field of management sciences, 1980 can be called decade of computers and HRD. The present decade is likely to continue to be a decade of new technologies in every field including human resources. It is now well recognized that human competency development is an essential pre-requisite for the development of any organization. HRD, therefore should be a continuous process in the organizations. However the nature of efforts and investments in developing human resources may vary from organization to organization depending on its need, nature of capabilities the organization wants to build up, the change process, size of the organization etc.

Some of the important HRD sub-systems are:

1. Management’s Policy on HRD
2. Potential Appraisal
3. Organizational development (OD)
4. Employee Development
5. Redressal of Grievances
6. Performance appraisal
7. Career planning
8. Employee Development
9. Training

Although any systematic or formal method which facilitates in increasing employee competency or helps in employee motivations and organization’s climate development can be considered as HRD instrument or sub-system. Accordingly, there can be various other HRD sub-systems including review
discussions, feedback and counseling, communication policies job rotation, rewards, job enrichment programs etc.

**International views on HRD:**

Recent literatures have added a lot of understanding of the HRD from the West. Most HRD models emphasis the business linkages of HRD and how HRD influences business goals and results. The balanced score card approach highlighted the importance of Human Resources function by focusing on human process variables.

Popularized by Robert Kaoplan and his associate David Norton this approach assumes that for the business to succeed in the long run the expectations of three stake-holders - the employees, the customers and the share holders - need to be satisfied. While it may succeed in short intervals without a balanced satisfaction of all the three, it will not succeed in the long run. The model also assumes that all the three are interrelated: employee attitudes and behaviour influences customer satisfaction and retention and in turn customer satisfaction and retention influences share holders satisfaction and investments, and the share-holder satisfaction affects employees satisfaction through bonuses, stock options and further investments on employees. If even one of the components break down the chain does not work leading to performance drops.

**Indian views on HRD:**

India is a country with vast geographical base, enormous human potential, extraordinary natural resources and monstrous population. India is drifting towards development and acquirement of super power. The country is experiencing rapid development in science and technology since its independence. Several strategies were employed by the Indian democratic Government to develop strong base for engineering industry, establishing steel plants having large capacity to manufacture steel and constructing new factories to produce new products. Despite these spectacular developments, India has not made any significant impact in the international market. It is because of our failure to mobilize our human resources. This has not received sufficient attention resulting in lack of motivation. It is very
difficult to answer the question as to which resource is more important – capital, technology or people? All are vital, much effort has however, been made towards more efficient management of physical resources. But the management of people has got only secondary thought. The synergetic efforts to tap human potential across the nation are not visible. On the basis of world wide experience, HRD places a greater emphasis on productivity through people. The other resources viz. technology, money or equipment – becomes more productive if the human will is there. On several occasions, in spite of poor capital equipment and conventional technology, a determined group of people have produced the best.

It is possible to buy technology which is best suited to the business. It is also possible to design and implement good management systems and procedures. However, what is not possible to buy or transplant is the dedication and commitment of people. This has to carefully nurtured or developed, if India wants to become stronger and competitive in the world market. Human resources need utmost attention in our industrial and national plans to achieve the objectives of development and growth.

**HRD in the Public sector enterprises:**

Public sector enterprises occupy a place of pride in India’s strategy of economic development. In order to ensure planned and rapid development, basic and strategic industries were allocated to the public sector.

The significance of the public sector in India is indicated by the growth of investment and employment over the years.

In the domestic economy, public sector is charged with maintenance of full employment and economic stability; the redistribution of income and the correction of market failure.

But these objectives could not be achieved due to the inefficiency of the public sector. The rate of productivity is not very encouraging. One reason for this is the ignorance of human factor. Organizational performance can be improved
if proper attention is paid to the development of human factor in these organizations. Public sector organizations are now realizing their responsibility towards the development of human beings as it is the largest employer of manpower. HRD can facilitate the achievement of its objectives of better productivity, higher organizational effectiveness and more profits.

New concept like globalization, privatization and autonomy now direct the public enterprises to become more and more competitive to survive in the market. Making the public enterprises to operate in a competitive environment would put a lot of pressure on them as they have not only to develop new competencies but also shed inefficient ones. In fact the challenges posed by the new economic environment can be handled to a large extent by HRD.

In public enterprises, Human Resource Development (HRD) is of great significance as it implies identification of training needs of the manpower from time to time and taking action towards all round development of the human resources with a view to help the enterprise to achieve its pre-determined goals on the basis of efficient working of its trained and motivated manpower. Any policy regarding the development of human resources must deliver the desired results in terms of development of job-skills, attitudes, aptitudes of the manpower. HRD is equally found necessary to enable an enterprise to train, re-train its manpower for necessary adjustment or readjustment to match with its manpower requirements.

A new approach to the management of HRD has to be a understanding of what should and can be done before managers begin to commit resources and introduce changes to people’s responsibilities. How long it takes, who is involved, and the issues that have to be raised, must reflect the particular needs and circumstances of each individual organization; there is no prescriptive methodology appropriate to an organizations, no readymade solutions and no quick fixes, where to start often the most difficult part of any new initiative. Some would argue that as for as HRD is concerned, it doesn’t really matter where you start as long as you start somewhere and begin to improve matters. An alternative view is that it is better to start with a strategic assessment of the current situation HRD is not simply about training although training activities are often a important component. Even where
training is carried out, its quality effectiveness, and relevance, for many managers and employees, is established. Too frequently, the reality of training is one in which participants’ experience. Enhanced performance resulting from HR activities must be recognized and rewarded by senior management in appropriate ways.

It is clear that in the future, with more jobs becoming reliant on higher skill and less on sheer physical activity, we need to value the whole person. Many will find the future challenging and some will find it disturbing, however, we have choices and can make our own direction and as managers and developers we need to be able to help others along their chosen paths.

Human Resource Development Managers and Line Managers have shared accountability for development of people for business results. Implementation of human resource development will certainly call for constructive participation of all. Human Resource Development, to be effective in the long run, must be spearheaded by those espouse a developmental ideology that is humanistic: those who have faith in the human beings; those who believe in the intrinsic worth of human; those who are urged by an inner fire to help and guide others to grow; those who derive happiness from seeing others scale the ladder of the latter’s potentialities. Others should keep their hands off human resource development and content themselves with training and management of human resources. Everybody can and must be the “target” of Human Resource Development. Human resource development people appear to be on the verge of extinction in these days of speeding materialism and individualism. Nevertheless, few and vanishing as they are, these are the people who should be entrusted with the responsibility of human resource development irrespective of their functional status or affiliation. Success of HRD practices can be reviewed and customized only through the studies on employees’ perception and attitude towards their working environment.

The reaction of employees’ is determined by attitude and perception development by the employees’ within themselves. The attitude and perception have a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and
wants of the employees which would be the outcome of their enthusiasm shown by them towards their work accomplishment. The researcher focuses his study on the perception and attitude of the employees towards Human Resources development practices of Railway wagon Workshop (RWW), Vijayawada.

**NEED FOR THE STUDY**

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on. For this purpose the organization must have separate department called HRD, which will all the times strive to manage and develop the human resource in organization.

HRD is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (superior and subordinate), teams and the total organization to achieve organizational goals. It maximizes the congruence between the individual and organizational goals of manpower and develops an organizational culture in which superior-subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well-being, motivation and pride of employees.

If the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. Similarly if the employees are satisfied with the HRD practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude of the employees basically depend the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by HRD practices viz, Recruitment and Selection procedure, Training and Development Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization.

To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices.
Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices, taking into account of Railway Wagon Workshop (RWW), Guntupalli, Viajayawada. Thus the study aims at finding out the perception and attitude of the employees’ towards HRD practices of RWW.

**STATEMENT OF THE PROBLEM**

RWW is one of the largest manufacturing industries in public sector. The economic environment has posed new challenges as well as opportunities to the manufacturing industries in India. To survive in an intensively competitive market, RWW must measure up to in terms of efficiency- both market related and internal. In addition, one crucial factor that makes a big difference in competitive efficiency of any manufacturing industry is the human resource factor. In order to achieve the competitive efficiency, RWW is duty bound to practice rigorous HRD practices. The study aims at findings out the perception and attitude of the employees in RWW. The perception and attitude of the employees have a greater impact on the success of any organisation. If the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. The attitude and perception of the employees basically depend on job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by HRD practices viz, Recruitment and Selection procedure, Training and Development Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization. It is found that the previous researchers have concentrated on the job satisfaction of the employees. Hitherto there is no research on the perception and attitude of the employees towards HRD practices in RWW. In order to fill this gap the researcher is compelled to study about the perception and attitude of the employees towards HRD practices followed in RWW.
SCOPE OF THE STUDY

The study aims at analyzing the perception and attitude of employees towards the HRD practices followed in RWW. For this purpose the researcher takes into account the non-supervisory cadre of employees alone which has not been covered by previous studies. The following are the classification of employees.

Classification of Employees:

The total manpower of the RWW consists of 2795 employees and they are broadly classified into two categories namely Managerial including Supervisors and Workers including others (Contract Bases).

1. Employees who come under Managerial/Supervisory grade are as follows:
   - Managerial: 16
   - Supervisory: 227

2. Workers including Others (Contract bases) category of employees includes the following:
   - Operator
   - Machine Operator
   - Technician Punch
   - Verifier Operator
   - Store Keeper
   - Assistant Chemist
   - Draughtsman
   - Helpers

Workers (Permanent) cadre of employees is only taken for the study.

<table>
<thead>
<tr>
<th>Classification of Employees</th>
<th>Total No of Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skilled</td>
<td>1974</td>
</tr>
<tr>
<td>Unskilled</td>
<td>156</td>
</tr>
<tr>
<td>Others (Contract Bases)</td>
<td>422</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2552</strong></td>
</tr>
</tbody>
</table>

OBJECTIVES OF THE STUDY

To be precise, the study has undertaken with the following objectives:

1. To identify the demographic characteristics of employees in select unit,
2. To examine the HRD practices followed in select unit,
3. To study the perception of employees towards the HRD practices in Select unit,
4. To observe the attitude of employees towards the HRD practices in select Unit,
5. To make appropriate suggestions and recommendations for successful implementation of HRD practices in RWW to create a favorable organizational climate in order to get effective HRD system in the unit.

HYPOTHESES OF THE STUDY
The study has been formulated with the following hypotheses:
1. There is no significant difference in implications of HRD Practices among the employees.
2. There is no significant difference in the employees’ perception towards HRD Practices among the employees.
3. There is no significant difference in the employees’ attitude towards HRD Practices among the employees.

METHODOLOGY OF STUDY:
Sources of Data
The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The data collected from the non-supervisory cadre of employees by using well structured questionnaire constitute the primary data. The information gathered through books, journals, magazines, reports, dailies consists of secondary data. The data collected are scrutinized, edited and tabulated. The data are analyzed using SPSS (Statistical Package for Social Science).

Pilot Study
A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 60 respondents and Cronbach’s Alpha Criterion was applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. The quality of the questionnaire is ascertained and the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.
Sampling Size and Design

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of permanent workers in RWW is 2130 employees. Totally 700 Questionnaires are distributed and 402 filled in questionnaire are collected, out of which 400 completed questionnaires are found usable. Hence the exact sample of the study is 400. Therefore the Sample size is 20%.

Sample Justification

The sample size is justified by the following empirical evidences from statistical domain.

\[ N = \frac{Z^2 \times P \times Q}{C^2} \]  
(Crammer – Rao 1973) (7)

When \( Z \) is the normal variance

- \( P = \) Probability of Success
- \( Q = \) Probability of failure
- \( C = \) Confidence limit

Applying the value

\[ Z = 1.96 \]
\[ P = 0.75 \]
\[ Q = 0.25 \]
\[ C = 0.05 \]

It is obtained that the value is less than 400. It justified the adequate sample size.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the all crucial HRD elements: Implications of Employees towards HRD Practices, Perception of Employees towards HRD Practices, Employees Attitude towards HRD Practices, Inter-Personal Relationship, Salary Structure Working Environment and Employees Development and Training. The first part of the Questionnaire comprises Demographic factors with optional questions. The second part includes
statements relating to HRD Objectives, HRD Needs and HRD climate with Likert’s 5 point scale. The Third part consists of statements about impact of HRD climate in the organization in the form of impact on individuals and organization. Some optional questions are included along with rating questions.

**Scaling Technique in the Questionnaire**

The questionnaire used comprises both optional type and Statements in Likert’s 5 point scale. The responses of these sections are obtained from the employees of RWW in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

**Statistical Tools for Analysis**

1. Parametric paired and One sample t-test.
2. One-way Analysis of Variance.
3. Factor analysis.
5. Correlation analysis

**LIMITATIONS OF THE STUDY**

The study taken into account the non supervisory cadre of employees working in RWW. The sample size of the study is restricted to 400 which out of 2130 Permanent workers at non supervisory level. The study focuses mainly on the Perception and Attitude of Permanent workers towards HRD practices/ system followed in RWW.

**OGRANIZATION OF CHAPTERS**

The study is presented in Six chapters. The brief contents of these chapters are as follows:

**Chapter I Introduction** - The first chapter is introductory part of the study. It contains an overview of HRD practices, Need for the study, Statement of the problem, Scope of the study, Objectives of the study, Hypotheses of the study, Methodology, Limitations of the study and Organization of Chapters.
Chapter II Review of Literature - Review of literature sketches a detailed collection of literature survey relevant to the present study. Previous studies and research findings on HRD practices are included in this chapter.

Chapter III Profile of the Organisation - In this chapter, a detailed description of Railway Wagon Workshop (RWW), Vijayawada, selected for the purpose of study, has been given.

Chapter IV Analysis of demographic variables of employees and Implications of HRD practices - The implications of the HRD practices are analyzed in microscopic manner by applying the following statistical tools namely: t test, factor analysis, cluster analysis chi square test, regression and ANOVA.

Chapter V Analysis of Employees Perception and Attitude towards HRD practices – Employees Perception and Attitude towards HRD practices are analyzed in microscopic manner by applying the following statistical tools namely: t test, factor analysis, cluster analysis chi square test, regression and ANOVA.

Chapter VI Summary of Findings, Suggestions and Conclusion – The last chapter summarizes the findings of the study and the conclusion arrived at from the study along with the suggestions to the management and for the whole organization for running the organization successfully.
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