CHAPTER - 1

Introduction & Methodology
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HRD – INTRODUCTION & METHODOLOGY

The present chapter attempts to present brief Introduction & Concept of HRD, a review of literature, methodological aspect of the study which includes the statement of the problem. Every organization comprises its own personality, unique set of traits and properties. It is relatively stable aspects of organisation's internal environment perceived by its members and outsiders. This environment is known as HRD Climate. This Climate can range from Always Almost True to Some Times True to Not at all True. Both the employers and employees wish to have a more favourable climate because of its benefits such as better performance and job satisfaction. The present study is an attempt to make an enquiry into various facts of organizational activities in organization. The expediency of the present study is both wide and narrow. The present study focus on the need of the present study, objectives of the study and period of the study, sources of data, limitations of the study and so on.

1.0 INTRODUCTION

Human Resource Development (HRD) is concerned with developing skill, knowledge and competencies of people and it is people oriented concept. HRD can be applied both for the organizational level and national level as a whole. HRD is the most important tool for manpower planning. Through HRD activities at the organizational level, it is possible to sustain the competitive advantage rationalising the human resources. Many personnel managers and organizations view HRD as synonymous to training and development. Many organizations in the country renamed their training departments as HRD department. Even some organizations renamed their personnel department as HRD department. HRD from organizational point of view is a process in which the employees of an organization are helped/motivated to acquire and develop technical, managerial and behavioural knowledge, skills and
abilities, and mould the values, beliefs, attitude necessary to perform present and future roles by realizing highest human potential with a view to contribute positively to the organizational, group, individual and social goals. A comparative analysis of various definitions of HRD shows that the developmental aspects of all the components of human resources are more comprehensive to define HRD. HRD deals with all types of skills to the presents and future organizational needs and aspect of contribution to not only organizational but also other goals.

According to Leon C. Megginson, "the term human resources can be thought of as the total knowledge, skills, creative abilities, talents, aptitudes and beliefs of the individuals involved." The term human resources can also be explained in the sense that it is a resource like any other natural resource. The term human resources from the organisational point of view can be defined as the total knowledge, skills, creative, effective, and efficient decision making abilities, talents, values, beliefs, aptitudes, attitudes and commitment of individuals and groups involved in and concerned with an organisation.

Human Resources play a crucial role in the development process of modern economies. Arthur Lewis observed that there are great differences in development between countries, which seem 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 per cent of the economic growth is explained by physical capital (Machinery, Building, and Physical infrastructure resources) while 20 per cent comes from the natural capital. But no less than 64 per cent of the economic growth can be attributed to human and social

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In essence, the difference in the level of economic development of the countries is largely a reflection of the differences in the quality of human resources.

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 a lot of significance due to the fact that human being is the source of other resources. Without Human resources, other resources like machines, materials and money become inert and their abundance has no meaning, and with him, they multiply. Among other things, if a company is economically successful, it means, the management has been able to manage the human resources effectively. The human resources are the active force in Industrialisation, and strategies for development should contribute particularly on their enhancement.

Management of human resources includes guiding human resources for a dynamic organisation to attain its objectives with a high degree of motivation and morale, and to the satisfaction of those concerned with it. Earnest Dale views that “the management is the process of getting things done through other people”. As a matter of fact, all management is personnel management as it deals with human beings. Though there are different functional areas of management like production management, marketing management, financial management, etc., all these functions are to be discharged by human resources. Though there is a separate personnel manager, all the managers have to manage the human resources of their respective functions or departments to get effective results through and with the people. Thus, all

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5 Dunlop, John Tetal, "Industrialisation and Industrial Man Reconsidered: Some Perspectives on a Study Over Two Decades of the Problems of Labour and Management in Economic Growth", The Inter-University Study of Human Resources in National Development, New Jersey, 1975, p. 41.
executives are unavoidably being personnel managers. In a nutshell, all managers are personnel managers and all management is essentially the human resource management.

In recent years, the human resource management became a core organisational function as most of the organisations are struggling for their survival due to the fact that they have to operate in a commercially competitive environment in terms of development in Paper Industry, increased competition, rapidly changing markets, deregulation, etc. To overcome these problems, HRM departments of various organisations are redesigning their strategies, as they have realised that human resources are the key to all these challenges. In short, it has become inevitable to the organisations to harness and develop their human resources as the latter contribute positively and constructively to the development of the organization. Further, organisations could sustain their competitive advantage, which is a sine qua non for their survival.

It is an irrefutable fact that the best non-replicable and unique competitive advantage that a business has its people. AP Rayon believe that "the definition of wealth as a source of income inevitably leads to the recognition of human capital as one of several forms of wealth such as machine, material and money".

The success of business strategy and the achievement of the organisational objectives depend to a great extent upon the integration of HRM with the strategic management, and the effective and efficient use of human resources. HRM achieves the same in the following ways. For example, HRM links human related issues to the overall strategy of the organisation, and ensures that policies and programmes in respect of various functions (recruitment, selection, and training) are internally consistent with uniting employees through a shared set of managerial values like

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quality, service and innovation that assures an identification of employer's and employee's interests.

HRM recognised the fact that the people are a resource and as social capital they can be developed. It also realised that well-educated, trained, motivated, and committed employees at all levels of management are important in gaining the competitive advantage. To utilise the latent potential of this knowledgeable workforce, HRM always designs and develops new policies and programmes.

HRM also takes measures to reduce the divergences and conflicts between the management and workers by promoting commonality of interests. For instance, pay systems are designed to promote high performance level while increasing the earning potential of the organisation without a significant increase in labour costs. At the same time, training programmes are designed not only to enhance the employment security of employees but also to contribute to the productivity and performance of the organisation.¹⁸

HRM plays a key role in the introducing performance based work systems, which include organisational restructuring leading to flexibility, decentralisation, profit centres; business process re-engineering, transforming operations and processes around key corporate objectives; participation or involvement of employees in decision making; work design and shift to high performance work practices like autonomous work, team work, total quality management, flexible working hours, and continuous improvement. Besides the above, HRM function adds value to the organisation in terms of customer value. HRM achieves this objective by influencing the behaviour of employees resulting in operational excellence, product leadership, and improved customer relations.

1.1.2 THE CONCEPT OF HUMAN RESOURCE DEVELOPMENT

The concept of HRD is not yet well conceived by various authors though each of them defined the term from their own with slightly different approaches in India, many organisations view that HRD is the synonymous with training and development. Even many organisations in India renamed their training departments as HRD departments while some other organisations renamed their personnel departments as HRD. The concept of HRD was formally introduced by Leonard Nadler in 1969 in a Conference organised by the American Society for Training and Development. Leonard Nadler defines HRD as, "those learning experiences, which are organised, for a specific time, and designed to bring about the possibility of behavioural change."

The term learning experience refers to purposeful or intentional learning not incidental learning. Among the Indian authors, T.Venkateswara Rao worked extensively on HRD. He defines HRD in the organisational context as, "a process by which the employees of an organisation are helped in a continuous and planned way to:

A. Acquire or sharpening capabilities required to perform various functions associated with their present or expected future roles;

B. Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and other organisational development purposes;

C. Develop an organisational culture in which superior-subordinate relationship, teamwork and collaboration among sub-units are strong, and contribute to the professional well-being, motivation and pride of the employees."

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HRD from an organisational point of view is a process by which employees of an organisation are helped motivated to acquire and develop technical, managerial and behavioural knowledge, skills, and abilities. Further, employees are helped to mould their values, beliefs, attitudes, and aptitudes to perform their roles with optimum potential so as to contribute positively to the individual, group, organisational, and social goals.

The foregoing discussion shows that there are three major aspects, viz., 1) employees of an organisation are helped motivated, 2) acquire, develop, and mould various aspects of human resources, and 3) contribute to the individual, group, organisational and social goals. The first aspect deals with helping and motivating factors of HRD. These factors may be called "enabling factors", which include organisation structure, organisational climate, HRD climate, human resource planning, recruitment, and selection. The second aspect deals with the techniques or methods, which are the means to acquire, develop, and mould human resources. These techniques include performance appraisal, career-planning, training, management development, organisational development, social and cultural programs, worker's participation in management, and quality circles. The third category includes the outcomes of the HRD processes that help in achieving the individual, group, organisational and social goals.

1.2 REVIEW OF LITERATURE

1.2.1 REVIEW OF LITERATURE

Though public sector undertakings are the biggest employers in the country, very few studies dealing with human resource development are undertaken. In fact, individual research studies on paper industry are very few. Further, in-depth studies on HRD with regard to paper industry are almost all nil. However, a good number of articles are available in various academic magazines and journals. In this regard, the available literature has been presented hereunder.
Sinha, T.K. (1982)\textsuperscript{11} in his article, "Human Resource Development Concepts, Concerns and Functions" dealt with various aspects of human resource development such as human approach, people as a resource in organisations, process development, functions of human resources, training and development, and team processes.

To improve the corporate performance, transformation of organisational culture to fit into the prevailing business environment is viewed as the utmost necessity (Peters and Waterman, 1982). Training was defined in greater detail by the British Manpower Services Commission (1981)\textsuperscript{12} as follows: "A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower requirements of the organisation". The review presented above gives a fairly substantial view of the works and the studies undertaken in the area of Human Resource Development, few studies have been devoted to the study of HRD Climate and its impact on the different sub-systems and HRD practices of the organisations. It need not be over emphasized though it is only when an effective climate is nurtured in an organisation, the fruitful results can be obtained. It is also necessary that the top management and the line managers below have to be involved in the HRD policies and procedures, if the HRD should make its impact and percolate to all the levels of the managerial hierarchy. As mentioned in the earlier paras of this chapter that a review of this nature covering diverse aspects of HRD and HRD climate cannot be as exhaustive as one could expect. However care is taken to include most of the important works in the field.


Dixit, G.R. (1985)\textsuperscript{13} in his article, "Training and Human Resource Development in Public Sector Banks" discussed the role of training in human resource development. He also finds out the gaps in the training systems of public sector banks. He points out that despite the efforts made by these banks; both training and development have not taken firm roots.

Rao, T.V. (1986)\textsuperscript{14} in his book, "Recent Experiences in Human Resource Development" felt that organisations cannot 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.

SubbaRao, P. (1986)\textsuperscript{15} in his work, "Bank Branch Manager as a Counsellor" discussed the significance of counselling and action planning. 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.

Kulkarni, S.S. (1988)\textsuperscript{16} in his paper, "Future Possibilities in HRD Area for Banks" discussed the impact of environmental changes on human resource development in banks with special emphasis on recruitment, placement performance appraisal, training, promotion and welfare.

Pedler, M., Boydell, T. and Burgoyne, J. (1989)\textsuperscript{17} in their study on "Towards the Learning Company" viewed that much has been written about the concept of the learning organisation. The underlying idea would appear to be that of transforming an


\textsuperscript{17} Pedler, M., Boydell, T. and Burgoyne, "Towards the Learning Company", Education and Development, Vol. 20, Pt. 1. 1. (1 S189) Management
organisation through an open learning approach to present and future performance. According to Pedler, Boydell and Burgoyne (1989), learning organisation is "an organisation which facilitates the learning of all its members and continually transforms itself".

Mc Lagan, P.A. (1989)\textsuperscript{18} 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 workforce, increased expectations of employees, work flexibility, and also commitment on the part of personnel.

Raghavan, R.K. (1989)\textsuperscript{19} studied on the police personnel management and offered concrete suggestions for effecting improvements. However, barring this research by Raghavan, no empirical evidence is available on HRD and related subjects. This is particularly so with regard to organisational goal, and effectiveness of work culture, individual development, career planning, succession planning, potential development, etc. People in the organisation perform and function on the basis of their perception. Hence a study on this aspect is an immediate need of the hour. His study is an attempt to analyse the perceived HRD concepts and practices as obtaining in the police systems so as to suggest ways for total qualitative and attitudinal changes in the police of Tamilnadu, with a particular focusing on the Madras City Police, now called as "Greater Madras Metropolitan Police".

Rao, T.V. (1990)\textsuperscript{20} in his book, "The HRD Missionary" explained HRD instruments, processes and outcomes. He also discussed the functions, qualities and competence requirements of HRD, and also the traps and temptations of HRD managers in detail.

\textsuperscript{19}R.K. Raghavan 1989, op.cit.
Ratna Tripathy (1992)\textsuperscript{21} in his thesis, "Working of Human Resource Development in State Bank of Hyderabad", assessed the impact of HRD programs on the development of employees and the resultant performance of the bank. The study found that HRD has a positive impact upon the performance of bank employees.

Choudhury Roy H (1992)\textsuperscript{22} in his work, "Human Resource Development: Challenges for 2000 A.D.", pointed out the fact that organisations need to change as per the changes in the environment or else they yield to competitors in the market. He further stated that the business challenges can be met with ease, if human resources are trained and developed.

Samba Siva Rao N (1994)\textsuperscript{23} in his thesis, "Human Resource Development in India - A study with reference to Development of Managerial Personnel in selected Public Sector Undertakings", compared the HRD of Bharat Heavy Plate and Vessels Ltd., with Hindustan Shipyard Limited., He concluded that the HRD programs undertaken for managers helped these companies to improve their performance significantly.

Stockton (1995)\textsuperscript{24} conducted a study on "A Comparison of Levels of Satisfaction Regarding Human Resource Development among Employees of North Arkansas Community/Technical College". For the comparison and the determination of an impact of institutional climate for HRD and to assess, whether any centralization of the resources at the campus has any positive or negative effect, a study was launched at two campuses. In this regard the research on HRD climate in college was

\textsuperscript{24}Stockton (1995) "A Comparison of Levels of Satisfaction Regarding Human Resource Development Among Employees of North Arkansas Community/Technical College".
examined and questionnaire was sent to all regular employees of the college through ordinary mail. An analysis of responses indicated the following: 1) Staff satisfaction with HRD climate was slightly higher at the south campus that at the North campus: 2) at the both campuses faculty showed the lowest level of satisfaction with their HRD climate: 3) The rate of satisfaction for North campus classified staff was lower than any other college employee sub group and: 4) No significant difference however was found between the HRD climate at the two campuses, which appears to indicate that increased organization size is not a major influence in personal practices.

**Pareek Uday and Rao, T.V. (1996)** in their book, "Designing and Managing Human Resource Systems" pointed out the need for designing a development plan for workers with emphasis on work improvement, skill improvement and personnel development.

**Krishna Murthy.V (1996)** in his article, "Towards Excellence in Productivity through HRD" presented his experiences and insights citing the examples such as BHEL, Maruti, SAIL, TISCO and few other organisations. He supported his conviction that productivity can be achieved through people and people oriented philosophy.


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Nair M.R.R (1996)\textsuperscript{28} in his paper, "Dynamics of HRD Processes and Role of HRD Managers" explained how the reorganisation of personnel function contributed to the turnaround of Steel Authority of India Limited.

Visweswara Rao P (1996)\textsuperscript{29} in his thesis, "Human Resource Development in a Banking sector - A Study of a 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.

Reddick and Hopkins (1997)\textsuperscript{30} conducted "A Study of Competencies and Requirements of Master's Degree Programs in Human Resource Training and Development". While carrying out the study, the most important objective in mind was to survey the opinion of the program administrators of master's degree to confirm whether the motivational force behind the option of having this degree was the perception of the graduates based upon the demands of the private sector. The findings indicated that HRD is an academic hybrid - a well spring of several established disciplines and graduates programs have evolved without long term strategies geared to the market for HRD personnel. In every case HRD programs were the offshoots of a small cadre of creative facility who continue to be pioneers in this relatively new field of academia. HRD programs are not limited to large urban universities but are emerging in small rural colleges. However, the programs attract a homogeneous student body of white females over thirty. Most institutions rely on informal communication and receive little or no financial support from the private sector. HRD program graduates are for the most part all the employed at many levels.


\textsuperscript{30} Reddick and Hopkins (1997)"A Study of Competencies and Requirements of Master's Degree Programs in Human Resource Training and Development".
in the HRD field. At the end (completion) of the studies, two of the most important findings were: Most of the participants of training were part time instructional personnel. The 'Human Resource Development department had shown a prescribed level of innovation and creativity in cross departmental assignments. The analysis shows that there was less number of instructional personnel in HRD department having an effective intellectual level. As the retired faculty members are re employed in the same campus and department, the vision of the faculty remains limited. National standards regarding the curriculum requirement is nonexistent. Similarly the mastery in the HRD field, competent graduates have hardly any common features with respect to the professional know how.

Udai Pareek (1997, 2003)\(^{31}\) has given eight major steps for building organisational ethos (OCTAPACE) in organisations. These steps are Openness, Collaboration, Trust, Authenticity, Proactivity, Autonomy, Confrontation and Experimentation. Organisations promoting and practicing these intensely only can optimize talent utilization

Kerka.S (1997)\(^{32}\) viewed that a constructivist learning environment facilitates a learner to 'construct knowledge by integrating new information and experiences in to what they previously come to understand, revising and reinterpreting old knowledge in order to reconcile it with the new'.

Amalendu Bhowmick (1998)\(^{33}\) in his article, "Human Development: The Indian Perspective" stressed the need for human resource development for the optimum utilization of human potential in productive work.


Annette Hartenstein (1999)\textsuperscript{34} in his study "The Challenges of Globalization and the HRD Response" viewed that Globalization has created a new worldwide corporate culture that is not based on any single national norm and HRD needs to humanize the new global culture enable people to effectively operate in it.

Justus (1999)\textsuperscript{35} conducted a study on "Role Expectations and Predictions of Trends for Human Resource Development at Large Public Universities within the Southern Regional Education Board (SREB) Area". This study was designed to identify the role expectations, reporting hierarchy, years in role and trends in human resource development in large public universities within the Southern Regional Education Board (SREB) geographic area. It was also found through this study that the respondents felt the greatest average institutional emphasis was on those roles where the delivery and the support of existing HRD programs and services were involved; while the least average institutional stress was on the roles of involving and assisting individual employees with their developmental needs; as organizational are determined on the basis of these needs. Hence the existing programs can be evaluated and the new change regarding its needs can also be identified.

Rao, T.V. (1999)\textsuperscript{36} in his book, "Readings in Human Resource Development" discussed HRD concepts, mechanisms and the implementation of HRD mechanisms. He also discussed the need for HRD in Government systems.

Venkataratnam (1999)\textsuperscript{37} in his book, "Human Resource Development for Adjustment at the Enterprise Level" felt that the growing gap between technology and

\textsuperscript{35} Justus (1999) "Role Expectations and Predictions of Trends for Human Resource Development at Large Public Universities within the Southern Regional Education Board (SREB) Area".
skills re-emphasizes the importance of flexible training, which includes enterprise-based training and continuous education.

**Neelu Rohmetra (1999)** in her article, "Human Resource Development in Commercial Banks in India" discussed the HRD issues with special reference to State Bank of India and Jammu and Kashmir Bank Limited*. The study revealed that the implementation of HRD mechanisms in SBI is far better than that of J&K Bank Ltd.

**Prue Huddleston (2000)** has opined that probably the striking problem of India today is of un-employability, not of unemployment. Employability is concerned with getting employment in first place, keeping satisfactory employment and being able to access new employment opportunities. This is a much discussed fact. While bulk of research and initiatives in HRD has focused on training people who are 'already employed', little has gone into determining how people who are 'yet to be employed' can be trained and developed.


**Lyntan P. Rolf and Udai Pareek (2000)** in their book, "Training for Organisational Transformation" discussed the importance of training from different dimensions. They felt that organisational transformation becomes easy with the help of training.

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Rao, P.L. (2000)\textsuperscript{42} in his work, "National HRD Strategy for the New Millennium" stated that the HRD Ministry should coordinate the entire process of increasing the knowledge, skills and capabilities of the country's human resources.

Singh, P.N. (2000)\textsuperscript{43} in his article, "HRD Commitment index for Changing Jobs Profitably felt that the Human Resource Development helps in increasing the quality of human resources.

Srinivas R. Kandula (2001)\textsuperscript{44} in his book, "Strategic Human Resource Development" felt that human resource system could contribute to sustained competitive advantage through facilitating the development of competencies that are firm-specific and generate tacit organisational knowledge.

Rao, TV, Raja Rao and Taru Yadav (2001)\textsuperscript{45} in their work, "A Study of HRD Concepts, Structure of HRD Departments and HRD Practices in India" discussed the current status of HRD function and HRD subsystems in India against the "Integrated HRD systems" frame work developed at the Indian Institute of Management, Ahmedabad.

Nurmi (2001)\textsuperscript{46} conducted a study on "An Investigation of Evaluation of Human Resource Development: A Case Study in the Finnish Pulp and Paper Industry". This unpublished dissertation focused on the evaluation of industrial Human Resource Development (HRD). The literature review emphasized the existing concepts and models in educational evaluation in order to revise the existing


\textsuperscript{43}Singh P.N. "HRD Commitment index for Changing jobs Profitably", Personnel Today; Trivendrum, January-March, 2000, Vol. XX, No.2, pp.39-40


evaluation field. In addition, the concept of training success was addressed and discussed, particularly within the context of the Finish pulp and paper industry. The main objective of the study was to analyze the conceptual background of Human Recourse Development (HRD). In the area of industry the objective of the study was also to clarify and expand the relationship amongst: (i) the concept of training success (ii) Transfer of training (iii) Academic achievement (iv) Learning. Only two issues were the suggestions for future research, focused. It was also suggested that the relationship between HRD programs and the strategy of Met-Serla Corporation would provide a very interesting research area. The same approach can Easily applied to rest of the area of problem. It can also include stake holder's evaluation and the qualitative analysis of the experiences of participants, as an important part.

Mafi (2001)\textsuperscript{47} conducted a study on "Testing the Appropriateness of the Gap Service-Management Model to the Human Resource Development Function in Organizations". The Gap model of the HRD (Human Resource Development), has its own significance and hence the study tested the appropriateness of this model, regarding its function in any organization. This study, been used, in the service-quality-literture to assess the satisfaction of the customer with the assumption that discrepancies may exist between the pre and post execution levels of the customers' expectations regarding the delivery of services. The model was also used to evaluate the satisfaction with the training services provided by one human resource development functions in an organizational set-up. The gap model was evaluated in two phases. In this regard, the first phase was applied to test the relationship among nine proposed constructs, while the second phase assessed the impact and effect of five denoted gaps in the training services and the process. A link between employee perception and employee expectation appeared through the study and it showed that the extent of the involvement of the management influenced the criticality of the program. As an overall assessment of the perception of HRD function remained

\textsuperscript{47} Mafi (2001) "Testing the Appropriateness of the Gap Service-Management Model to the Human Resource Development Function in Organizations"
limited to the results of first two constructs. It was also found that the employee’s expectations by the Manager could significantly be related to how well the training programs were operational zed to match these expectations related to training outcomes. Three gaps, in this regard were found during the research which are: (i) The marketing information gap (ii) The standard gap (iii) The service performance gap. These gaps were significantly related to employees’ satisfaction with the training outcomes, proved to be the most influential. Gap 4 was In fact the communication gap and was not related to employee’s satisfaction about training.

The results suggest that employee expectations play a crucial role in establishing perceptions of training results, In turn, those expectations are shaped by what employees consider critical training and the extent to which they believe their management is involved and supportive of the training initiatives. The study also suggests that training delivery is the most influential element in evaluating training outcomes.

Mattson (2001)\textsuperscript{48} conducted a study on "The Effects of Alternative Reports of Human Resource Development Results on managerial Support". Managerial responses to human resources development (HRD) results assessments were experimentally investigated as a function of (1) how assessment information was presented and (2) reported HRD programme impact levels. Managers (N = 233) read a business scenario in which they were asked to make a decision about whether to implement a development programme. Managers were then exposed to one of nine experimental treatment conditions (assessment report type x reported programme impact level). Utility analysis was an important component of the report types. They have an overall view of the results those were based on three levels explained as low, average and high. The study reflected that the managers perceived utility analysis and critical outcome technique reports equally important for decision making, and when

\textsuperscript{48} Mattson (2001) "The Effects of Alternative Reports of Human Resource Development Results on managerial Support".
comparison was drawn amongst anecdotal assessment report and other two types, it was found the anecdotal assessment report carried least significant regarding usefulness. In this regard the reported program effects has no impact on the perceived usefulness of the assessment report for decision making. Through the finding the provision of financial information about the result of human resource development intervention, needs to be made necessary.

Al-Khamis (2001)\(^49\) conducted a study on "Human Resource Development in Saudi Arabia: The College of Technology Role in Supplying Skilled Manpower to the Private Sector". The purpose of the study was to assess the role of Colleges of Technology in relation to human resource development in Saudi Arabia, in general, and investigate and identify factors that have an impact on the hiring Colleges of Technology graduates in the private sector, in particular. Finally, the study also sought to determine the degree of importance of each of these factors.

The overall quality of college programs were revealed by the three groups and it was reflected in the research. Some other factors such as graduate basic skills, job security in the private sector and the weekend work were also amongst some common perceptions. The factors which lowered the college graduates employment proved that the graduate basic skill has very moderate effect while rest of the two factors had the effect ranging from moderate to high. So far, as the factors, as the college objectives, college program outcomes, graduates profession, wages in the private sector, daily working hours and college program variations are concerned, some different perceptions were found amongst these groups.

Nora (2002)\(^50\) conducted a study on "Professional Responsibilities of Human Resource Development and Organization Development Practitioners and

\(^49\) Al-Khamis (2001)"Human Resource Development in Saudi Arabia: The College of Technology Role in Supplying Skilled Manpower to the Private Sector".

\(^50\) Nora (2002)"Professional Responsibilities of Human Resource Development and Organization Development Practitioners and Researchers"
Researchers". The purpose of this study was three-fold: (a) to develop a practitioner researcher validated list of professionals, responsibilities and the HRD and OD professional responsibilities as perceived by the HRD and OD professionals, (b) to investigate the possible relationship between the professional responsibilities as perceived by HRD and OD professionals. Profile information was provided by the study with respect to HRD and OD practitioners and researchers and developed a prioritized listing of professional responsibilities as the professional have perceived about it. An overlapping interdependence between HRD and OD has been identified and revealed that 70% of identifiable professional responsibilities are similar in both professions.

Kuo (2002) conducted a study on "The History of Human Resource Development in Taiwan: 1950s-1990s". This study traced the history of Human Resource Development (HRD) in Taiwan from the 1950s through the 1990s. The author used an historical methodology to review the evolution of HRD strategies and policies adopted by the government, private and public enterprises, civic organizations, and research institutions in Taiwan. The purposes of this study were to trace the history of HRD in Taiwan since the 1950s, identify HRD patterns from the history of HRD in Taiwan since the 1950s, and develop an HRD definition that is derived from the history of HRD in Taiwan. Three factors have been fundamental in shaping Taiwan's development of HRD: (1) Dr. Sun Yat-Sen's teachings, (2) The government's commitment to development of human resources; and (3) the pragmatic and pluralistic approaches adopted in policy formulation.

Pareek (2002) have identified four basic partners of development viz.: (i) the self (the individual); (ii) the immediate superior (boss); (iii) HRD department and (iv) the organisation Rao and Pareek observed that there are SIX units in an organisation which are concerned with HRD. These are: - (i) person (employee); (ii)
role; (iii) dyad; (iv) team; (v) inter-team and (vi) the organisation. The effectiveness of one unit will contribute to the effectiveness of others. HRD is an integrated process and cannot be thought of in isolation. According to Rao, major interventions of HRD are: (i) Performance and potential appraisal; (ii) Career Planning; (iii) Training; (iv) Organisation development; and (v) reinforcement. HRD interventions may vary from one organisation to another depending upon their needs, based on diagnostic studies. For example, role of analysis was the core of its HRD.

Padmakali Mishra and Gopa Bhardwaj (2002) in their study on "Human Resource Development Climate: An Empirical Study among Private sector managers" examined the nature of HRD climate as perceived by three hierarchical levels of managers in a large private sector organisation. A group of 107 managers belonging to senior, middle, and lower levels were selected as sample for the study. To attain the objectives of the study, the HRD Climate Survey (T.V. Rao & Abraham, 1990) was administered to the sample population. Results revealed that the overall HRD climate in the organisations covered in the study was good. Significant differences were also observed among three levels of management cadres with respect to different dimensions of HRD climate as well as overall HRD climate. Implications of results of the study are also discussed.

Sharad Kumar and Sabita Patnaik (2002) in their article "Human Resource Development Climate and Attributes of teachers in JNVs" concluded that the relationship is positive and in some cases it is high which shows that HRD climate has a definite impact on job satisfaction, attitude towards work and role efficacy which in turn gives impetus to the overall functioning of the institution.

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Tanuja Agarwala (2002)\(^{55}\) in her study, "Innovative Human Resource Practices and HRD Climate: A Comparison of Automobile and IT industries" found that HRD climate was significantly more developmental in the IT (Information Technology) industry as compared to the automobile industry.

Solakhe Vindhya AnandaRao (2002)\(^{56}\), in the thesis, "A Study of HRD Practices in Scheduled Co-operative and Public Sector Banks in Kolhapur District" felt that human resource development practice, if undertaken in their true spirit help in improving the productivity of employees thereby the performance of banks will be increased phenomenally.

Shobha Ahuja (2002)\(^{57}\) in her article, "Creating Corporate Advantage Through Human Resource Development" stated that intense competition and declining profitability have compelled firms to improve their competitive advantage and in this endeavour Human Resource Development and skill enhancement have emerged as a critical success factors.

Tanuja Agarwal (2002)\(^{58}\) in her article, "The Practice of HRD: Internal Customers View", explored the perceptions of employees about the HRD practices of public and private sector organisations. The study found that the HRD climate of the private sector organisations was perceived as significantly more motivational, characterized by values such as trust, collaboration, co-operation and openness, as compared to the public sector organisations.


M. Srimannarayana (2002)\textsuperscript{59} in his study "Human Resources Development Climate in India". The study was aimed at assessing the extent of human resources development (HRD) climate prevailing in Indian organizations. The information collected from 1905 employees working in 42 organizations covering manufacturing, service and IT sectors in India forms the basis for the study. It was found that the HRD climate prevailing in the organizations in India was only moderate. In comparison, the HRD climate in manufacturing sector was better than in the service sector.

Kohok and Prasad (2002)\textsuperscript{60} in their article, "A Study on HRD in District Central Co-operative Banks" concluded that a series of scams dwindled the confidence of the investors in this sector. Development of information technology coupled with restructuring of banks help in enhancing the confidence of customers.

Rani Geeta Priyadarshini and Venkatapathy (2002)\textsuperscript{61} in their article, "Extent of HRD Practices in the Banking Industry" compared the HRD practices of nationalized banks with those of the private banks. The study concluded that private sector banks have a lower mean score than that of the mean score of nationalized banks. Hence, private sector banks have to strengthen their HRD practices.

Grieves Jim (2003)\textsuperscript{62} in his book, "Strategic Human Resource Development" assessing the role of HRD will enhance the skills and knowledge of the employees.

Kurkure, A.D. (2003)\textsuperscript{63} in his thesis, "A Study of HRD in Vocational Educational Institutions in Western Maharashtra" assessed- the HRD practices

\textsuperscript{59} M. Srimannarayana (2002)\textsuperscript{59} "Human Resources Development Climate in India".
undertaken by the different vocational educational institutes. But his study emphasized on training & development and performance appraisal rather than all the other HRD systems such as career planning, reward mechanisms and employee welfare etc.

Mishra, K. (2003)\textsuperscript{64} in his thesis, A study of HRD in LIC of India discussed the various Human Resource Development practices undertaken by the LIC (Life Insurance Corporation).\textsuperscript{65} In his study, he found that there exists a positive correlation between human resource development practices and performance of the LIC. However, he has discussed the HRD systems in a lighter way rather than in a detailed way.

Madhurendra K. Varma (2003)\textsuperscript{65} in his article, "HRD and Beyond For Excellence" stated that human resource development is the key to excellence and it has been crucial for the development of organisations. He also felt that it's importance will keep growing in future.

In an article on "Bounded Rationality and the Implications for HRD", Richard W. Herling (2003)\textsuperscript{66} opined that Initiatives intended to bring about positive organisational change and improvement often fails to achieve their intended goals. Although hindsight can be used to generate a list of reasons why a program failed, these reasons tend to be symptomatic of the real problem. The examples presented in this article are representative of the type of program and the nature of the decision making those HRD (Human Resource Development) professionals could be involved are responsible for. To truly be strategic within the organisation, HRD professionals

\textsuperscript{65}Madhurendra K. Varma, "HRD and Beyond .... For Excellence", Personnel Today, Trivendrum, October-December 2003, pp.5-9.
need to take a leadership role in anticipating and preventing program failures. This means that HRD professionals need to understand and be aware of the implications of bounded rationality in decision making.

Wendy E. A. Ruona, Susan A. Lynham and Thomas J. Chermack (2003) conducted a study on "Insights on Emerging Trends and the Future of Human Resource Development" and viewed that the future holds countless challenges. The future cannot be known and it must not be ignored. Understanding trends and indicators emerging today helps us to proactively think about potential future developments and positions us to constructively shape them. This article reports on a survey of 55 human resource development (HRD) and HRD-related practitioners and academics that identified trends, variables, and challenges that they believe are affecting and will affect the profession during the next 15 to 20 years.

Thomas J. Chermack (2003) studied the concept of "Decision Making Expertise at the Core of Human Resource Development" and indicated that preliminary discussions with Human Resource Development (HRD) Professionals revealed opinions that decision making was not within the domain of HRD. On the contrary, the study provides the argument that decision making is a fundamental component of any HRD activity. Further the study clarifies the connection between decision making and HRD. More specifically, it outlines the responsibility of HRD professionals to improve their own decision making so as to develop decision making expertise in the organisations and to facilitate good decision making.

Darlene Russ-Eft and Timothy Hatcher (2003) in their article on "The Issue of International Values and Beliefs: The Debate for a Global HRD Code of

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Ethics viewed that professional codes of ethics are the foundation for responsible human resource development (HRD) research and practice and can help to define the field of HRD. Such codes institutionalize values, beliefs, and norms of a profession. As commerce and HRD in turn become more global, normative values and beliefs supported by a mono cultural professional code of ethics may become problematic and may fail to represent the values, beliefs, and norms of international HRD. This article discusses ethical dilemmas resulting from globalization, offers a rationale for global ethics, debates the pros and cons of establishing an international HRD code of ethics, and suggests a scenario for the future of ethics and integrity in HRD.

Gary L. May John J. Sherlock and Christie K. Mabry (2003)\(^7\) in their study on "The Future: The Drive for Shareholder Value and Implications for HRD" indicated that increasing shareholder pressure for short-term profits was identified as the number one business trend affecting the human resource development (HRD) profession during the ASTD / AHRD (Academy of Human Resource Development) future search conference and the issue most in conflict with HRD values. Subsequent events have thrown the concept of managing businesses based solely on shareholder value into a state of flux. This article examines the concept of shareholder value and suggests ways HRD professionals can and must influence the debate.

Kishore Babu, A. (2004)\(^7\) in his thesis, CIA Study on Human Resource Development Climate in Bharat Heavy Plate and Vessels Limited" discussed the HRD policies and practices pursued by the company in detail. The study concluded that if proper HRD practices are followed, organisations can manage themselves effectively and efficiently even with reduced manpower.

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PatniPawan (2004)\textsuperscript{72} in his thesis - "A Comparative Study of HRD Interventions in Public Sector and Private Sector Banks in India" explained and elaborated the HRD interventions in detail. He concluded the study with a note that public sector banks are ahead of private sector banks in conducting HRD programs for various categories of employees.

Srinivas, B.S.S. (2004)\textsuperscript{73} in his thesis - "Human Resource Development: A Study on the Perceptions of Software Professionals in Hyderabad", stated that there is a positive correlation between human resource development and employee productivity. He also found that employees develop positive perceptions towards those organisations where HRD programs are conducted for their benefit.

Bishnu Prasad Sahu (2004)\textsuperscript{74} in his thesis, "Human Resource Development for Industrial Workers - With special reference to Tea Industries in Assam" points out that an effective HRD system contributes to organisational effectiveness, leading to the long term survival and growth of the organisation.

BhaskarNambiar (2004)\textsuperscript{75} 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 programs undertaken for various cadres of employees right from the junior most operator to the chief of the organisation.

\textsuperscript{72}PatniPawan, "A Comparative Study of HRD Interventions in Public Sector and Private Sector Banks in India", Unpublished thesis submitted to Devi AhilyaVishwavidyalaya, Indore, 2004
\textsuperscript{74}Bishnu Prasad Sahu, "Human Resource Development for Industrial Workers - With special reference to Tea Industries" in Assam, Thesis published by Mittal publications, New Delhi, 2004
\textsuperscript{75}BhaskarNambiar, "Developing Proactive HRD Practices for Good and Bad time", Personnel Today, Trivendrum, January-March 2004, pp. 31-33
Chapter – I
Introduction & Methodology

Ray Pranabesh (2004)\textsuperscript{76} in his article, "The Essence of Human Resource Development" stated that HRD is not some rhetoric by management or a sporadic training program, but a systematic effort in helping people to grow and realize their true potential.

Patel, M.K. and Bhuvana K. Iyer (2004)\textsuperscript{77} conducted a study on "HRD Practices in Drugs and Pharmaceutical Industry". As a part of study, they collected data from 125 respondents covering eight pharmaceutical companies in the state of Gujarat. The study concluded that a good amount of importance is given to human resources both at the policy level and practice level.

Rodrigues Lewlyn, L.R. (2004)\textsuperscript{78} in his study on "Correlates of Human resource development Climate Dimensions: An Empirical study In Engineering Institutes in India" found that the HRD climate in the engineering institutes is at satisfactory level and not at desired level.

In his study on "Critical Pedagogy and Implications for Human Resource Development" Phyllis M. Cunningham (2004)\textsuperscript{79} observed that when confronted with workplace learning, personnel in human resource development (HRD) tend to concentrate on internal processes, techniques to manipulate behaviour (performance), and yield to pervasive and often pernicious accountability schemes that trivialize learning. The standpoint of this article is to take a macro-historical view contextualizing the worker, the organisation and the entity (capital) into an accountability framework that privileges quality of life of citizens above commoditization and fast capitalism.

In his study on "Holistic Learning Theory and Implications for Human Resource Development", Baiyin Yang (2004)\(^8\) indicated that the adult learning literature provides a number of concepts and theories of adult learning. No unifying theory of learning has emerged because of the complexity and diversity of the adult learning process. A recently developed holistic theory provides an integrative framework to examine some of the contemporary adult learning theories. Implications for human resource development theory, research and practice are discussed.

Neelu Rohmetra (2004-05)\(^8\) in her article, "Understanding transformative Role of Information Technology in Promoting HRD: The Case of Jammu and Kashmir Bank Limited" highlighted the need for taking a transformative view for information technology systems with due appreciation of HRD - IT interface. The study reports that employees in Jammu and Kashmir Bank are able to deliver good service with efficiency despite certain deficiencies in the system.

Marianne van Woerkom (2004)\(^8\) in his study on "The Concept of Critical Reflection and Its Implications for Human Resource Development" indicated that adult learning theory and HRD are both concerned with the learning processes of adults. But where adult learning theory concentrates fully on individual outcomes of learning, HRD always deals with the dilemma between individual and organisational outcomes. The concept of critical reflection, as developed within adult learning theory, contributes to HRD by showing the importance of both problem solving and problem posing for individual and organisational performance. The concept of critically reflective work behaviour seems to be a bridge between individual learning and organisational learning. Dimensions of critically reflective work behaviour like reflection on the self in relation to the job, critical opinion sharing, asking for


feedback and challenging groupthink, not only prompt individual learning processes but also enable workers to optimize work practices or to critically analyse and try to change organisational values, thereby initiating double-loop learning processes at the organisational level.

Gary N. McLean (2004)\(^{83}\) in his study on "National Human Resource Development: What in the World Is It?" viewed that the recent exploratory research has affirmed the variations in understanding of the meaning of the Human Resource Development (HRD) from country to country based on a number of identifiable characteristics of the country. One area identified in the definitions of some countries, which was different from that found in the United States and in some other countries, was a focus on HRD as national policy.

Miriam Scotland (2004)\(^{84}\) in his study on "National Human Resource Development In St. Lucia" viewed that economic and social development remains a challenge for many nations, in particular small island states such as St. Lucia and its Caribbean counterparts. Human resource development (HRD) is seen as vital to the development process. The Government of St. Lucia (GOSL) has identified education and HRD as key strategies for its development agenda. The strategy suggests a national approach to HRD. This article examines the concept of National Human Resource Development (NHRD) in the island.

Chalam, G.V. and Srinivas, M.L. (2005)\(^{85}\) in their study on, "Gender Wise Perceptions and Attitudes on HRD Climate in Indian Banking Sector" conducted that women employees in the selected banks have much concern on HRD climate over their counterparts. They suggested that the bank managements are required to

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announce performance standards that arouse interest and competition among the male and female employees in banks.

**Prakasha Rao, B.K.S. and Venkateswar Rao, B.H.** (2005)\(^8^6\) in their article, "Human Resource Development Practices and Performance of LIC" stated that due to the various HRD programmes undertaken by the LIC to its different cadres of employees, the Corporation could retain its number one position in the market despite intense competition from new players.

**Anil Kumar Singh** (2005)\(^8^7\) in his article, "HRD Practices and Philosophy of Management in Indian Organisations" compared the HRD practices and the philosophy of public sector organisations with those of the private sector organisations. The results showed that **private sector organisations still had belief in "Theory-X"** of McGregor while **public sector organisations believed in "Theory-Y"**.

**Anukool M. Hyde and Sanjyot Pethe** (2005)\(^8^8\) in their article, "Impact of HRD climate on Empowerment and Organisation Citizenship Behaviour" felt that many obstacles to achieve organisational goals could be overcome by employees themselves, if they are provided with necessary tools and authority to do so. They further stated that there is a direct relationship between the concept of employee involvement, employee empowerment and organisational growth and development.

**Manikandan, P. and Anwer, M.M.** (2005)\(^8^9\) in their article, "HRD through Training" stated that people working in various organisations need to constantly update with appropriate skills to perform their roles with increased efficiency,

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effectiveness and excellence. Further, they stated that training is one 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 organisations.

Srivastava, V.N. and Ghosh, K. (2005) in their article, "Challenges of HRM and HRD -Emerging Paradigm" stated that a large number of high performing entrepreneurs have become low performing and hence many of them have been struggling to survive and some have faced closure also. Further, the arrival of many world-class organisations with higher order experience levels has severely threatened the survival of many Indian organisations. As such, many of them are looking towards the HRD to make them more competitive and also to come out of the red by successfully meeting the challenges.

Lewlyn L.R. Rodrigues (2005) in the article, "Industry - Institute Correlates of HRD Climate: Empirical Study Based Implication" felt that there is a great need to introduce performance enhancement oriented HRD stems in India as it has more than 1,250 engineering institutes.

Lewlyn L.R. Rodrigues (2005) conducted a study on "Industry Institute Correlates of HRD Climate: Empirical study based implications". The study was undertaken to compare the Human Resource Development Climate (HRDC) in engineering institute and a public sector organisation, based on Seven dimensions reflecting the nature of HRDC, and thereby, making suggestions to improve the HRDC in the institute. A sample size of 100 each from the public sector and the institute was selected on proportionate representative random sampling basis. Likert type 5-point scale was used to convert the qualitative data into quantitative type. Through the empirical study results, suggestions are made to enhance the HRD
mechanisms of the engineering institutes. Introducing a performance enhancement oriented HRD system seems to be the need of the hour with over 1250 engineering institutes in the country.

Kimberly S. McDonald and Linda M. Hite(2005) Reviving the Relevance of Career Development in Human Resource Development. The nature of work, organizations, and careers has evolved significantly in the past decade. In the wake of these changes, career-development research and implementation have languished. This article addresses this dearth of discourse and practice from the perspective of human resource development (HRD). The authors suggest a framework for reintegrating career development into the HRD function and offer specific learning activities better suited to the needs of individuals and organizations in this turbulent environment. Recommendations for future action are provided.


Mohapatra Nikunja Bihari (2006) in his thesis, "Human Resource Development Climate Survey in Bokaro Steel Plant" discussed the HRD climate of Bokaro Steel Plant in terms of general climate, OCTAPACE (openness, collaboration, trust, authenticity, pro-activity, autonomy, confrontation, and experimentation) culture

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and implementation of HRD mechanisms. The study found that HRD climate in the organisation is quite good and hence the performance of the company is quite good.

Pooja Purang (2006) in her article, "HRD Climate: A Comparative Analysis of Public, Private and Multinational Organisations" compared the HRD climate with reference to the perceptions of middle level managers from five organisations, out of which two are in private sector and two are in public sector. The other one is a multinational organisation. The study concluded that the HRD climate is significantly better in the private sector and the multinational organisation in comparison to that of public sector organisations;

Sonal-Saxena (2006) in the article, "Human Resource Development Climate in Indian IT Companies" felt that the major challenges faced by IT industry is in the area of human resource development. The IT Industry can overcome the challenges by making the HRD activities consistent with the development efforts of their respective organisations.

Mufeed S.A. (2006) in his article, "The need for a Focus on Key Elements of HRD Climate in Hospitals - An Empirical study" discussed the existing HRD climate in hospitals with special reference to Shari Kashmir Institute of Medical Sciences (SKIMS), Srinagar. He also identified the need and relevance of key elements of HRD climate in hospitals, which includes general climate, OCTAPACE culture and promotion of HRD mechanisms.

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Kunal K. Majee (2006) in his article, "Human Resources Climate survey of Chittaranjan Locomotive Workshop (CLW)" felt that HRD is inevitable for organisations with an eye on the future. Further, he stated that HRD climate in CLW is booming but there are many areas where emphasis is to be laid to develop human resources.

Bhattacharya Subhasheesh (2006) in his article, "Strategic HR for Tomorrow" stated that the growing importance of HR can be gauged by the fact that the list of organisations are growing where top management sparing its time, energy, resources and efforts in addressing HR related issues like ethical work practices, corporate social responsibilities and conducive work culture etc.

Rajasekhar, H. and Suresh Poojary (2006) in their article, "Problems and Challenges of Human Resource Development in the Tourism Industry" felt that there has been a change in the tourism industry with the demand in favour of more educated and specialized personnel. They also felt that the industry is severely lagging in terms of professionalism and there is no evidence of any kind of HRD approach being followed by the tour operators and travel agencies. Hence, there is a great need to enhance the image of the industry through standard human resource management and development practices.

Sujit Kumar, A. (2007) in his thesis, "HRD climate at NALCO" related HRD climate to the performance of the company. He found that positive correlation exists between good HRD climate and performance of NALCO.

102 Sujit Kumar, A. "HRD Climate at NALCO", Unpublished thesis submitted to Department of personnel Management and Industrial Relations, Utkal University, Bhubaneswar, 2007.
Mir Parvez Ahmed (2007)\textsuperscript{103} in his thesis, "A Study of HRD Climate and its Impact on Patient Satisfaction" found that there is a positive correlation between good HRD climate and patient satisfaction.

Nageswara Rao Ch.B. (2007)\textsuperscript{104} 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, organisation development, rewards, and employee welfare and human resources information systems. The study concluded that due to good HRD climate only, the company achieved outstanding performance.

Srimannarayana, M. (2007)\textsuperscript{105} in his article, "Human Resource Development Climate in a Dubai bank found that satisfactorily HRD climate exists in the bank. He also found that the OCTAPACE culture in the bank was superior to General HRD climate and the implementation of HRD mechanisms. Further, he stated that line managers are not interested in the development of employees and as such it acts as the major impediment to HRD climate.

David McGuire, Christine Cross and Claire Murphy (2007)\textsuperscript{106} studied the concept of "A Media Perspective on HRD" and indicated that media perceptions of human resource development matter, corporate identity works in the context of corporate mission, corporate visual image, and corporate reputation. These are applied to the HRD field and illustrated with a content analysis of instances of HRD in six major newspapers in the United Kingdom and the United States. The study concludes that branding and cultivating the right media perception of HRD is essential to attract


the right personnel, enhancing the field’s reputation, maintaining relevance, and cultivating growth.

T V Rao, Raju Rao, and Taru Yadav (2007)\textsuperscript{107} A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India. A number of human resources development frameworks have come into existence in the last ten years from various parts of the world. Indian organizations have begun to use these for improving their HRD systems and their impact. An Integrated HRD Systems Approach was evolved for Indian organizations at the Indian Institute of Management, Ahmedabad by Udai Pareek and T V Rao for L&T. This paper examines the current status of structuring of the HRD function and HRD subsystems in India against this "Integrated HRD Systems" framework. The paper also comments on the recent approaches to HRD. Data from HRD audits of 12 Indian organizations indicated that HRD function is not well structured, inadequately differentiated, poorly staffed, and fails to meet the requirements of this framework. In the light of these experiences of Indian organizations in implementing this framework, the paper points out the prerequisites for success of other HRD frameworks in India.

Naga Raju Battu (2007)\textsuperscript{108} conducted a study on “HRD Climate in Agri Gold Forms Ltd., Andhra Pradesh” A sample of 160 respondents who include 40 managers, 40 supervisors and 80 shop floor employees have been chosen on the basis of stratified random sampling. The research tool was adopted which is developed by Prof. T.V. Rao. The results of the study are the overall HRD climate at a desirable level. This indicates that the HRD climate prevalent in Agri Gold is at just below the desirable level.


Prakash R. Pillai (2008)\textsuperscript{109} in his article, "Influence of HRD Climate on the Learning Orientation of Bank Employees" made an attempt to analyse the influence of the HRD climate existing in banks 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 fostered by their organisations.

Pooja Purang (2008)\textsuperscript{110} in her article "Dimensions of HRD Climate: Enhancing Organisational Commitment in Indian Organisations" measured HRD climate in terms of various dimensions like participation, succession, planning, training, performance appraisal, job enrichment and its relationship with the organisational commitment of manager. The study concluded that a positive and proactive general climate, good OCTAPACE (openness, collaboration, trust, authenticity, pro-activity, autonomy, confrontation and experimentation) culture and implementation of HRD mechanisms improve the performance of the organisation in terms of increased production, productivity, sales and profits. Further it leads to industrial peace and harmony.

In the organization where HRD climate is studied there will be no significant differences in the views of executives and non-executives towards various aspects of HRD climate which includes general climate, OCTAPACE culture and implementation of HRD mechanisms.

Thomas J. Chermack and Richard A. Swanson (2008)\textsuperscript{111} published an article on "Scenario Planning: Human Resource Development's Strategic Learning Tool". This article introduces the concepts of scenario planning and HRD. A discussion of the major areas of overlap is provided, the links are clarified in a


\textsuperscript{110}Pooja Purang, "Dimensions of HRD Climate: Enhancing Organisational Commitment in Indian Organisations", The Indian Journal of Industrial Relations, New Delhi, April 2008, Vol.43, No.4, pp.528-542.

S. F. Chandrashekar (2009) Employee Engagement as a Function of HRD in NGOs: A Study of NGO’s Employees in South India. Nongovernmental sector has developed quite consistently over the years while addressing the gaps which were neither considered nor paid attention to by the state and the corporate bodies. NGOs have been known as non-profit, voluntary, service/development oriented systems working for the benefit of the sections of the population and also for the members of such organizations. Often NGOs have been critiqued for their over-concern for the development of the needy than for their concern for the development of their employees. Thus, this research paper attempts to explore to what extent the select larger NGOs working in South India paid attention to their HRD and to what extent their employees are engaged consequently in their work. Two hundred employees, representing three levels of functioning, from ten NGOs categorized as i) research and training organizations, ii) funding organizations and iii) action-development organizations have participated in this study. Findings show that employees perceived HRD climate and employee engagement significantly variant according to type of NGOs. HRD climate yielded a positive and significant correlation with the engagement score, accounting for 33.5 per cent of variation in engagement score. Implications for designing HRD programmes oriented towards employee engagement in NGOS were discussed detailing the modus operandi of the HRD schemes.

Dr. Parvez Abdulla (2009) A Pragmatic Exploration of HRD climate practices in state and central universities. The reforms in education sector is imposing rapid pressures on the employees of education sector as a whole and in particular the employees of the Universities. To perform and excel in the present competitive world,

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113 DR. PARVEZ ABDULLA (2009) A PRAGMATIC EXPLORATION OF HRD CLIMATE PRACTICES IN STATE AND CENTRAL UNIVERSITIES.
demands posed on the employees of the universities is colossal. The present study is
carried in the prestigious State and Central Universities of north India to analyze the
prevailing HRD climate to which the employees are exposed to. The study attempts to
identify the perception of employees towards the existing setup of the HRD
facilitators and mechanisms operational in these universities. The sample is based on
300 employees who include teaching and non-teaching officers from two state and
two central universities of north India. Further based on the responses of the
employees of these universities the present study comes out with a set of policies and
procedures in the form of suggestion so as to improve HRD climate in these
Universities. Further in the study it is seen the HRD climate existing in these
universities differs significantly.

Prof. Karunesh Saxena (2009)\textsuperscript{114} "HRD Climate in Selected Public Sector
Banks : An Empirical Study" The business organizations are attaching great
importance to human resource because human resources are the biggest source of
competitive advantage and has the capability of converting all the other resources in
to product/service. The effective performance of this human resource depends on the
type of HRD climate that prevails in the organization, if it is good than the
employee's performance will be high but if it is average or poor then the performance
will be low. The study of HRD climate is very important for all the organization and
the banking sector is not an exception, especially in the present situation of financial
recession. The present study is an attempt to find out the type of HRD climate that is
prevailing in public sector banks in Ahmedabad. The researchers have also tried to
find out the difference in the perception of employees regarding HRD climate on the
basis of age, gender, designation, qualification. The researcher collected the data from
the employees of selected public sector banks using structured HRD climate
questionnaire. The data were analyzed using several statistical tools such as mean,

\textsuperscript{114} Prof. Karunesh Saxena (2009)\textsuperscript{114} "HRD Climate in Selected Public Sector Banks : An Empirical Study"
standard deviation, percentiles, Z test. The result shown that the HRD climate in public sector banks is average and the perception of employees regarding the HRD climate do not differs significantly on the basis of gender, qualification and designation but it differs significantly on the basis of age. The paper ends by offering useful suggestions to the management involved in the operations of the banks.

Dr. V. Rama Devi & V. Poojitha (2009) [KL University] HRD - A Source for Competitive Advantage Human Resource Development continues to grow its importance within organisations due to change in organisations’ approach of achieving competitive advantage and their focus to nurture and develop their strategic resources (employees). There is huge shift in organisations’ orientation and organisations realized that a firm can survive in stiff competition through their valuable human resources. In this uncertain and globalized era there is huge demand for talented people. On the other hand employees’ expectations and demands are changing and the organisations have to respond to meet their expectations and provide good developmental environment in order to have sustainable development through committed workforce. This paper gives an overall idea of nurturing employees as strategic resources and the broad discussion based on scholars’ views on human resource development, HRD climate and organisational commitment and a model of the HRD climate is proposed that will help an organization to enhance commitment of employees that will strengthen the competitiveness of a firm.

S. A. Mufeed and S. N. Rafai (2009) Need for OCTAPACE Culture in Tourism Sector: An Instrument for Organizational Dynamics. Over the past three decades ‘Human Resource’ has impinged upon several segments of society and diverse organizations. Past research studies reveal that the congenial OCTAPACE culture is extremely important for promoting the organizational effectiveness and good Governance. In this context, the present paper is an endeavour to identify the

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115 Dr. V. Rama Devi & V. Poojitha (2009) [KL University]
major factors responsible for non-promoting of organizational effectiveness among the managerial and non-employees about the prevailing OCTAPACE culture and to know the preventive measures for the same with special reference to Tourism sector. This is where the Human Resource Development gets involved with this industry considered to be the third most important segment of our economy after agriculture and horticulture. No tourism can be rendered efficient so long as the basic facts remains unrecognized that it is principally human which needs to be treated humanly for achieving the basic goals of good Governance. The present paper hypothesize that if organizational OCTAPACE profile is high, it would positively contribute to organizational dynamics and effective governance.

M. Srimannarayana (2009)\textsuperscript{117} Human Resource Development Climate In Manufacturing Sector. The present study aims to explore extent of Human Resource Development (HRD) climate prevalent in manufacturing organizations in India. Based on the information collected from 726 employees working in 18 organizations in manufacturing Sector in India, this study has found that the overall HRD Climate prevailing in this sector is of moderate level only.

Dr. S. Saraswathi (2010)\textsuperscript{118} Human Resources Development Climate: An Empirical Study. An organization’s success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. For this purpose a congenial HRD climate is extremely important. Thus, an optimal level of HRD Climate is essential for facilitating HRD. The study is aimed at assessing the

\textsuperscript{117} M. Srimannarayana (2009) \textit{HUMAN RESOURCE DEVELOPMENT CLIMATE IN MANUFACTURING SECTOR.}

\textsuperscript{118} Dr. S. Saraswathi(2010) \textit{Human Resources Development Climate: An Empirical Study.}
extent of Developmental climate prevailing in manufacturing and software organizations in India and also comparative analysis. For the purpose of the study, primary data is collected from 100 employees of various software and manufacturing organization through a structured questionnaire. The study revealed that the three variables: General Climate, HRD Mechanisms and OCTAPAC culture are better in software organizations compared to manufacturing. The findings indicate significant difference in the developmental climate prevailing in software and manufacturing organizations.

Dr. E.Vinaikumar Keerthi.P.N (2010) Human Resource Development Climate In Kamco Ltd - An Analysis. Human resource is considered as the most vital resource in an organization as it acts as the catalyst in optimization of all other resources. However a conducive climate is essential for the development this resource to its maximum potential in order to achieve the organizational objectives. Hence an evaluation of HRD climate with various development parameters, existing in the organization, assumes significance in implementing the HRD strategies successfully. Thus the study entitled “HRD climate in KAMCO Ltd. An Analysis” was aimed at assessing the extent of human resource development (HRD) climate prevailing in Kerala Agro Machineries Corporation (KAMCO) Ltd. which is selected for the study. The study is based on the primary data collected from the employees of KAMCO Ltd. using a pre-tested structured schedule. Analysis was based on HRD Index framed for this purpose. The study revealed that, the three variables; general climate, OCTAPAC culture and HRD mechanism climate are good in KAMCO. Among these variables HRD mechanism is the most influencing variable than the other two. With respect to employees’ attitude, towards HRD climate, of those belonging two different categories in KAMCO, office staff are more satisfied than workers, thus pointing towards a need for fine tuning.

119 Dr. E.Vinaikumar Keerthi.P.N (2010) HUMAN RESOURCE DEVELOPMENT CLIMATE IN KAMCO LTD - AN ANALYSIS.
Richa Chaudhary Santosh Rangnekar Mukesh Barua (2010) Relation between human resource development climate and employee engagement: Results from India. In a recent analysis (July 29, 2010) Hewitt Associates have reported a steady decline in the global employee engagement levels. According to the report this is the largest drop in the engagement levels that has been observed in the past 15 years. This clearly highlights the need for some concrete mechanism to improve the engagement levels of the employees in organizations. In response to the dire need for organizations to increase engagement levels of employees, the importance of the human resource development (HRD) climate cannot be overlooked. The purpose of this study is to explore the impact of HRD Climate on employee engagement in select business organizations in Indian. An attempt is made to closely examine the interrelationship between factors of HRD Climate and employee engagement. The study was conducted on 85 business executives from both private and public sector manufacturing and service firms in India. Data was analyzed using correlation and regression analysis. The results of the study revealed that the general climate dimension of HRD Climate was the most significant predictor of employee engagement followed by the HRD mechanism dimension. Thus, by studying HRD Climate and employee engagement together, this paper makes a significant contribution to the existing dearth of academic literature on employee engagement and HRD Climate in an Indian context.

Naga Raju Battu and M.Rama Satyanarayana (2010) conducted a study on “HRD climate in cement Industry : A case study in KCP Cements Limited, Macherla, Guntur District, Andhra Pradesh”. The sample size is 200 (30 percent of the universe). They conclude that the overall HRD climate in the KCP Cements Limited is at satisfactory level.

120 Richa Chaudhary Santosh Rangnekar Mukesh Barua (2010) Relation between human resource development climate and employee engagement: Results from India.
Benjamin Akinyemi (2011)¹²² “An Assessment of Human Resource Development Climate in Rwanda Private Sector Organisations” This study assesses the nature of developmental environment in two leading Rwanda based telecommunication and insurance companies. It also attempts to understand the differences between the Telecommunication industry and the Insurance industry with respect to their prevailing Developmental Climate along the three dimensions of HRDC. Primary data is collected from 87 respondents in both ations through a structured, self administered 38-item Human Resource Development Climate (HRDC) questionnaire developed by Rao and Abraham (1986). The questionnaire measured the General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity and Collaboration) Culture within the two private organisations. According to the findings, the prevailing HRDC within both organisations is congenial. However, results show that the developmental climate in the telecommunications company is more favourable than that of the insurance company.

Ajay Solkhe (2011)¹²³ HRD CLIMATE AND JOB SATISFACTION: An Empirical Investigation. HRD climate helps the employees to acquire required competencies that would enable them to execute their present or future expected roles and aids in developing their capabilities for better Organizational Performance. Though the measures of Organizational Performance are many ranging from financial to behavioural ones’, but researcher has focused only on single measure i.e. Job Satisfaction because of dearth in amount of studies exploring this relationship. The present paper attempts to analyse and determine the relationship, further the impact of HRD Climate, OCTAPACE Culture on Job Satisfaction as an Organizational Performance measure in the selected public sector enterprise. The study is based on the responses sought from 71 executives from various departments and different

hierarchical levels of a public sector undertaking located in North India. The questionnaires relating to the HRD Climate (Rao and Abraham, 1985) and Job Satisfaction (Daftuar, C.N, 1997) was administered to the sample population and the findings indicate that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

Harish Kumar (2011) worked on HRD climate and organisational effectiveness. HR plays a pivotal role in the accomplishment of organisational mission. Top management attaches special significance to HRD process and system in order to be developing these key resources. To ensure the growth and development of HR top management ought to strive to create and sustain an encouraging HRD climate. This is always wholesome to an organisation and helps it to be productive and profitable. There are factors that can make or mark HRD climate. There is a need to promote the positive and relegate the negative factors as there is acute interplay between HRD climate and organisational effectiveness. An analytical approach can assist in making it sure whether the HRD climate in an organisation is conductive or not.

Human resource is regarded as the most crucial resource in an organisation. There is a dire need to make the best possible use of the human resources in order to vouch for the success of an organisation. For ensuring the optimal utilization of human resources it is required that they are effectively managed. HRD climate plays an inevitable role in the effective management of employees. Evolving and sustaining conducive HRD climate is largely the responsibility of the top management. A proactive approach towards employee performance management can make the HRD climate favourable for the employees to grow and excel.

Dr. Birajit Mohanty; Ms. Susmitaparija; Mr. Ghansyamsahu (2012) An Empirical study on HRD climate and its impact on job performance in private insurance companies in Odisha. The Insurance sector today is a growing and evolving one. Being a service industry it, is highly dependent on the competencies of the employees. Therefore it is relevant to study the impact of HRD climate on the job performance of the employees working in the insurance companies. A congenial HRD climate is essential for sharpening competencies as well as motivating employees to perform exceptionally. For the purpose of the study a 38-item questionnaire on HRD climate, developed by T.V.Rao and E. Abraham was adopted for seeking the responses from the sample. A comparative analysis between the three components of HRD climate, i.e. the General climate, HRD mechanism and the OCTAPAC culture was conducted using statistical measures like mean score, standard deviation and covariance. The effect of HRD climate on HRD outcomes was established. The Job performance was studied using seven variables in a five point rating scale. An Alpha Cronbach’s reliability test was conducted, which showed high internal consistency based on average inter-item correlation. It was found that the HRD mechanism was more conducive than the General climate and OCTAPAC culture. The findings also proved that four important HRD outcomes like motivation of employee commitment responsiveness and job satisfaction were high in the prevailing HRD climate. To study the impact of HRD climate on job performance, a regression analysis was performed. It was concluded that HRD climate was good in the private insurance sector in Odisha and has a positive influence on job performance of the employees of private insurance companies in Odisha. However the impact of HRD climate on job performance can further be strengthened by augmenting the attention of management on employee development and having more effective reward management system and a better psychological climate.

Nawab Ali Khan, Sheema Tarab, (2012) “An Empirical Presentation of HRD Climate and Employee Development in Telecommunication Industry”. Constantly changing technology and intensive competition have led the community to
signify the vitality of human resource. Today, the organizations are searching for the most competent human resource in order to recruit and retain them for the growth and development of their organization. Presently, the organizations and the top level management has understood the vigor of the human skills and accepted the fact that to survive, they have to retain the most fittest and finest talent in their midst. This concept emphasizes the need for every organization to continuously develop its employee's competencies in a planned way and it brings into sharp focus the importance of roles, which employees plays and occupies in their respective organizations. The authors have undertaken the present study to analyze the HRD Climate in the private sector telecommunication Industry of India and also to study the relationship of HRD Climate and Employee Development. A questionnaire survey has been conducted among 100 employees of Reliance Communications Ltd. from three different cities of Uttar-Pradesh. Statistical measures like mean, standard deviation and correlation have been employed to test the hypotheses of the present construct. The study reveals that there exists a positive relationship between the climate of the organization and the development of employees.

Appah Ebimobowei, Tebepah S. Felix and Soreh C. Wisdom (2012) Human Resource Development Mechanism and the Performance of Public Sector Accountants' in Nigeria. The study examines human resource development on the performance of public sector accountants in Nigeria. The quality of accountants' available is a function of reliable and acceptable financial reporting framework that will improve productivity in the public sector. This can only be achieved through an effective and efficient human resource development structure. To achieve the objective of the study, primary and secondary data were used. The primary data was obtained through a well structured questionnaire administered to one hundred and nineteen public sector accountants in Bayelsa State and the data obtained were analysed with econometric models of multiple regression, granger causality test and
diagnostic test. The Cronbach’s alphas model was used to verify the reliability of the instrument. The study found that job training, performance appraisal; career planning and reward employee welfare was positively related to productivity of public sector accountants in Nigeria. Based on these findings, the implications for human resource development mechanism practice and recommendations were discussed.

**Akinyemi Benjamin (2012)** Human Resource Development Climate as a Predictor of Citizenship Behaviour and Voluntary Turnover Intentions in the Banking Sector. This study aims to examine the relationships among human resource development climate (HRDC), organisational citizenship behaviour (OCB) and voluntary turnover intentions (VTI) in the banking sector. Questionnaires were distributed to working adults in Nigerian commercial banks to gauge the employees’ individual perception, and thus data obtained was treated as an individual data source. About 600 questionnaires were distributed and a total of 303 were received representing a response rate of 50.5%. Of these, 233 were usable for data analysis as others were incomplete. The results indicate that the HRDC has a significant relationship with OCB and VTI. However, OCB shows no significant relationship with VTI. The study findings and their implications for organisations in general and Nigerian banks in particular are discussed.

**Richa Chaudhary, Santosh Rangnekar, Mukesh Kumar Barua (2012)** Human Resource Development Climate in India: An Empirical Analysis. The importance of people and the challenge of developing them make out a strong case for the evaluation of HRD climate prevailing in business organizations in the current

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dynamic and volatile environment. Considering the significance of HRD climate for managerial and organizational effectiveness this study was undertaken with an objective to determine the level of HRD climate and to see if the perceptions of HRD climate differ for different nature of organizations, at different hierarchical levels, for different age groups, by gender. Data was collected from 199 respondents using convenience sampling method from both public and private sector manufacturing and service organizations in India. The study results show that overall HRD climate in the organizations under study is good (Percentage score= 68%). The employee's perception regarding the HRD Climate is significantly better in the private sector organizations in comparison to the public sector organizations. But position in the organizational hierarchy, age and gender were found to play little role in determining the HRD climate of the organizations covered under study. In the light of findings, study implications and suggestions for the improvement of development climate are discussed along with limitations of the study.

1.2.2 IDENTIFICATION OF THE PROBLEMS

The broad review of the literature on various dimensions of HRD gives an impression that there were many gaps in this direction. It can be observed that the maximum number of studies referred in the foregoing sections was bound to explain more or less the sub-systems or methods of the Human Resource Development. Very few studies aimed at investigating the overall HRD climate Paper Industry. Moreover, till today no study has been conducted in the paper industry that included the study of employee-relations along with the study of the perceptions and attitudes on HRD climate. In fact, there are no empirical studies also of this kind.

Furthermore, it is also reasonable to indicate that no attempt has been made to review the HRD climate in old generation paper units taking into account the new competition and challenges due to the arrival of new generation private sector units. Therefore, the present study is an important one, which aims to fill the above said gaps.
Hence, the present study compares the perceptions and attitudes of the human resources on HRD climate in the leading paper units in India with reference to A.P Rayon’s-Kamalapuram. Since employee satisfaction and retention is the basic prerequisite for the success of any paper industry, the study is also directed towards examining the opinions of the human resources on some of the customer related issues.

The researcher believes that the research towards this end will greatly help the paper industry in India to make their Human Resource Development activities more result oriented.

1.2.3 NEED FOR THE STUDY

It is a fact that the attainment of the objectives of organisations significantly depends upon the development of human resources as human resources are the major contributory factor in enhancing the efficiency and productivity resulting into profitability to the organisations. Further, it is an undisputed fact that no firm or company or institution in any part of the globe can attain any mission, objective, goal or target without human resource development. Above all, HRD helps in developing good human relations. Human resource development, as mentioned earlier, is a process by which employees are continuously helped in a planned way to acquire all-round capabilities where team work and collaboration contribute to the organisational health. Thus, HRD helps in improving good human relations and positive organisational climate. Thereby it helps in attaining the organisational goals economically and effectively. Realizing the importance of the human resource development, A.P Rayon, Kamalapuram have established various training and development centres within the organisation so as to develop its executives and non-executives. It also deputes its employees to various outside reputed training institutes so as to develop them. All the same, it has been the practice of the company to conduct performance appraisal on a regular basis. All the same training and development is a continuous process in the company. Further, it has undertaken a
number of HRD measures such as feedback and performance coaching, organisation development, employee welfare etc. In short, due to various human resource development measures undertaken by the company, the performance of A.P Rayon, Kamalapuram are quite commendable. Against this background, a study has been carried out on the research topic “A Study on Human Resource Development Climate in A.P Rayon, Kamalapuram”.

1.2.4 AIM OF THE STUDY

The study places a great deal of concern on technological advances, entry of the new public paper units, greatly increases business, constantly changing views of the Government as well as the management and the increasing urge for employee satisfaction and retention in the Indian paper industry. Hence, the main aim of the study is to inquire into the status of the existing HRD activities in Indian paper industry and to identify the problems, which impede the growth of the HRD climate particularly in the paper units of Andhra Pradesh.

1.2.5 SCOPE OF THE STUDY

The field of investigation has been geographically confined to the paper units located in the State of Andhra Pradesh. Further, the study confined to the scope only on the three components of HRD climate. Three components are General elements OCTAPACE culture and HRD mechanisms.

1.2.6 PERIOD OF THE STUDY

The present research work is an attempt to review the HRD activities in the paper units under study keeping in view the recent practice in the paper industry. Hence, the study covered the period of the 2005-2012.
1.2.7 OBJECTIVES OF THE STUDY

With this background, the study aims to investigate the HRD climate prevalent in paper pulp unit, A.P Rayon's-Kamalapuram located in Warangal Districts of Andhra Pradesh. Hence, the following are the specific objectives of the present study:

I. To present the profile of the A.P. Rayon's (paper pulp unit), under study.
II. To describe the theoretical aspects of HRD practices.
III. To know the existing HRD practices in the organisation under study.
IV. To analyse the respondents' perceptions on HRD climate.
V. To suggest measures for the improvement of HRD climate in the selected paper unit under study.

1.2.8 HYPOTHESIS OF THE STUDY

The study is based on the hypothesis that "there is no significant difference in the HRD climate of paper pulp unit under study".

The hypothesis has been tested with the help of statistical technique ‘One-way ANOVA’. The mean values obtained from the selected paper pulp unit for all the three individual dimensions – ‘General Climate’, ‘OCTAPACE’ culture and ‘HRD Mechanisms’ are considered in the test.

1.2.9 METHODOLOGY OF THE STUDY

1.2.9.1 Sample Design

1) Selection of the sample Organizations: The selection of the sample units has been made well care with rationality. Only leading paper units in India were selected because it is expected that good HRD climate exists in the popular paper pulp unit. Hence, the premier paper pulp unit in their A.P Rayon’s-Kamalapuram Warangal District, Andhra Pradesh were chosen for the study.
2) **Selection of the Sample Respondents:** The researcher has used random sampling technique to collect the questionnaire to collect the information from the sample population of the paper units under study. The sample from the sample paper unit i.e., M/s. A.P Rayon's-Kamalapuram, Warangal, District, Andhra Pradesh was among the employees who are working continuously during the last few years in the respective organizations.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Respondents</th>
<th>Universe</th>
<th>Sample</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Managerial</td>
<td>182</td>
<td>35</td>
<td>19.23</td>
</tr>
<tr>
<td>2</td>
<td>Clerical Staff</td>
<td>57</td>
<td>12</td>
<td>21.05</td>
</tr>
<tr>
<td>3</td>
<td>Permanent Workers</td>
<td>1060</td>
<td>108</td>
<td>10.19</td>
</tr>
<tr>
<td>4</td>
<td>Contract Workers</td>
<td>1749</td>
<td>175</td>
<td>10.01</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3048</strong></td>
<td><strong>330</strong></td>
<td><strong>10.83</strong></td>
</tr>
</tbody>
</table>

*Managerial:* It denotes that all levels of managers and supervisors taken as Managerial category.

*Clerical Staff:* It denotes that the office and others working in the offices taken as Clerical Staff.

*Permanent Workers:* It denotes that permanent Workmen as per muster rolls only considers as Permanent Staff.

*Contract Workers:* it denotes that workmen supplied by the contractor.

**1.2.9.2 COLLECTION OF THE DATA**

The study is based on the data both from the primary and secondary sources. A structured questionnaire was designed to collect the primary data on the HRD climate prevailing in the selected paper units. The questionnaire was divided into three parts. The first three parts were composed of statements on General Climate (7 statements), OCTAPACE Culture (21 statements) and HRD Mechanisms (10 statements) respectively. The respondents were asked to provide their insights on different statements in the above major dimensions.
In addition, wherever possible, personal interviews were also conducted to collect the data from the senior officials, senior managers, and senior clerks of the paper units. In fact, trade union members representing officers' associations and employees' unions of the paper units sanctioned their interviews. Of course, the researcher has also relied on the active observation method to supplement the questionnaire and interview methods of collecting data. Some more data in respect of the HRD activities of the paper units were collected through secondary sources viz. paper unit's records, internal circulars and various reports of the external agencies.

1.2.9.3 ANALYSIS OF THE DATA

Analysis of Perceptions on HRD Climate: Firstly, HRD Climates of the paper units were analyzed on the basis of the perceptual responses recorded by the sample respondents on each dimension viz., General Climate, OCTAPACE Culture and HRD Mechanisms. The responses were quantified with the help of a Five Point Scale. The rating scale is: for 'Always True/Great Extent/Strongly Agree' - 5; 'Mostly True/Some Extent/Agree' - 4; 'Sometimes True/Moderate Extent/Cannot Say' - 3; 'Rarely True/Little Extent/Disagree' - 2; and 'Not at all True/Nil Extent/Strongly Disagree' - 1.

For the purpose of analysis, item-wise mean values, average mean values and percentage scores have been calculated. For analysing the HRD Climate, mean value for each item ranges from ratings 5 to 1 where rating 5 indicates an exceptionally good climate and rating 1 indicates an extremely poor climate on any particular dimension. Values above 3 indicate an average HRD climate giving substantial scope for betterment. While values around 4 indicate a good HRD climate where most of the employees have positive attitude towards HRD policies and activities, values around 2 indicate a poor HRD climate on that particular dimension. A similar interpretation was applied to the average mean values across all items. The mean values were arrived at by 'weighted average' method. In order to make the interpretations easier, the mean values were calculated.
1.2.9.4 LIMITATIONS OF THE STUDY

The study suffers from the limitations as cited beneath:

1. The study is affected by a basic limitation i.e. the employees' perceptions and attitudes differ on the climate they are placed in and also on their level of psychological understanding and personal background etc.

2. The study also suffers from another limitation i.e. confined area of the investigation (but in diversified environment). In fact, the field of inquiry has been geographically limited to the State of Andhra Pradesh in India. Hence, the sample of the present study is not a true representative of the whole population of the paper units under study.

3. The survey did not cover the few staff in the selected paper units. However, both administrative and operational personnel were covered in the paper units under study.

1.2.9.5 PRESENTATION OF THE STUDY

This empirical study is presented in six chapters. The first chapter has been devoted to explain the research methodology adopted in the present study, define the problem under study and. It takes into account the main aim and objectives of the study, hypothesis, scope and period of the study, selection of the sample organization and respondents and analysis of the study. Besides that, the chapter covers thorough survey of the existing literature both empirical and non-empirical.

In the second chapter the researcher has made an attempt to identify various trends augmenting the need for HRD in the Indian paper industry. Besides that, this chapter attempts to familiarize the concept of human resources development in the paper industry, gives an overview of theoretical framework of HRD and identifies the need of HRD in the paper industry.
The third chapter describes the profile of the selected organization. It deals with the aspects like evolution of the paper pulp unit under study, their visions, missions and values, organizational structures, financial resources, branch network, staff strength, trade unions, technological issues, alliances, recognition and awards, etc.

The fourth chapter accommodates information pertaining to the contemporary and practical aspects of the human resource development in Indian paper units. For instance, a thorough discussion was held about HRD activities commonly prevalent in the Indian paper industry. Besides, an attempt was also made to examine the structure and functions of the Personnel and HRD departments.

The fifth chapter initially discusses the perspectives on HRD climate and the factors contributing to the same. However, it mainly deals with the analysis and interpretations of the data obtained in respect of the perceptions and the attitudes of the respondents towards HRD climate. Ultimately, this chapter deals with the testing of the formulated hypothesis.

Finally, in the sixth chapter a brief summary of the study is given. Besides, this chapter discusses the conclusions drawn based on the findings of the study. It also accommodates the suggestions offered by the researcher for facilitating sound HRD climate in the paper organizations under study.
1.3 CONCLUSION

Human Resource can be termed as infinite renewal resource. Any organization can then only be developed when its Human resources are utilized maximum so as to attain the organization goals. Human Resource Development (HRD), an integral part of HRM, is wider in its approach and does not relate to only in providing formal qualification. They provide a bridge between the experience and methods, which will help to demonstrate the competence. HRD is an on-going and continuous function. It will keep the organizational performance in good state. The success of HRD in any organization depends to a larger extent on the existence of a favorable HRD climate. Climate is an overall feeling that is conveyed by the physical layout, the way employees interact and the members of the organization conduct themselves with outsiders. An organization will become dynamic and growth oriented only, when their employees are dynamic and proactive.