CHAPTER - II

REVIEW OF LITERATURE
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Keeping in view the necessity to have a thorough idea of the research work done in the area of research, an attempt has been made to summarize some important research studies of Human Resource Development in abroad and in India.

2.1 FOREIGN STUDIES

Leeamornsiri Nantawut Joseph\(^1\) has made a research study on "The Perceptions of Human Resource Professionals in Five Thai Banks about the Human Resource Development Competencies and Programs used during the Merger and Acquisition Process". The factor analysis results revealed that the two components, namely, change management process and competence building are critical across all four stages of the merger and acquisition process. A significant relationship was also found between the relative importance of HRD competencies used and HR professional's ability to perform HRD competencies. The study concluded that HRD programs do contribute to the success of the mergers and acquisitions that include re-design of organization structure, develop new management practices, and increased learning about the cultural values and management practices of the new entity.

\(^1\)A Ph.D thesis on “The Perceptions of Human Resource Professionals in Five Thai Banks about the Human Resource Development Competencies and Programs used during the Merger and Acquisition Process” was submitted to the Ohio State University, Educational Studies by Leeamornsiri Nantawut Joseph in the year 2005.
Carlisle Thomas William conducted a research on "Effects of the Transcendental Meditation Programme on Psychological, Health, Social and Behavioural indicators of Stress Reduction and Human Resource Development in the Indian Workplace". The study assessed the effects of the Transcendental Meditation Programme on cognitive and affective, physical, relationship and life styles indices of stress reduction and human resource development in the workplace. The study had a pre and double post test design with 22 experimental subjects. The findings laid the foundation for a new job stress formulation. Integrating a theoretical orientation known as Maharishi Vedic Science with sixteen contributors to contemporary job stress undertaking, the study emphasized the dimensions of psychological non-egocentrism and physiological strain reduction as principal components for both ameliorating stress and producing a state of dynamic quiescence.

Chen Cheng–Chiang carried out a study on "World Trade Organization expansion between China and Taiwan: The Impact of Human Resource Development on Workforce Development". The study has been carried out to determine the training programmes provided by companies to improve employee’s job performance, product quality improvement, increased productivity

and services since China and Taiwan joined the WTO. The researcher examined the relationship between training expenditure and HRD managers’ perceptions of the effect of training on employee’s job performance. The study involved 250 HRD Managers of Taiwanese and Chinese businesses. The findings suggested that the training programs of total quality management, customer service skills and business English skills were most important to improve employees’ job performance. Recommendations were also offered to industries and the government policy makers to implement human resource training and development programs to cultivate E-generation manpower with good information technology, English and creative skills.

Aliaga Oscar Alfredo\(^4\) in his Thesis on “A Study of Innovative Human Resource Development Practices in Minnesota Companies” has made an attempt to ascertain the Human Resource Development (HRD) Practices and the relationship between innovation in HRD and organizational characteristics. For this purpose, top officers of the human resource departments of Minnesota’s largest 100 companies were surveyed. The Inventory of Organizational Innovativeness (IOI) was used along with a questionnaire on internal moderators to obtain data. The study revealed that all companies claimed to have been

\(^3\)A Doctoral Thesis on “World Trade Organization expansion between China and Taiwan: The Impact of Human Resource Development on Workforce Development” was submitted to the IDAHO State University by Chen Cheng-Chiang in the year 2005.
innovative in HRD during the prior years, but results disclosed rather a small average number of adopted innovative HRD Practices. There is a pre-eminence of innovative practices in the Organization Development component of HRD. The study also explored some of the predictors of the adoption and implementation on innovative HRD practices in these companies. Two models were found to be explanatory of the innovation process. One was organizational internal characteristics only (the IOI factors) and the other a comprehensive model with those internal and organizational structure characteristics.

M. Campos Teodoro\textsuperscript{5} carried out a study on \textit{"Puerto Rican Human Resource Professionals' Perceptions of the Concept, Practice and Future of Human Resource Development (HRD) in Puerto Rico"}. The study examined the practice of HRD in Puerto Rican organizations. Semi structured interviews were conducted to explore the perceptions of thirty Puerto Rican HR / HRD practitioners about the concept, practice and future of HRD in Puerto Rico. Based on participants’ perspectives five themes associated to the concept of HRD emerged, i.e. financial benefits from HRD investment, impact of HRD on employee satisfaction and motivation to work, a strategic tool for achieving organizational goals, performance improvement and finally assisting and

\footnote{\textsuperscript{4}A Ph.D thesis on “A Study of innovative Human Resource Development Practices in Minnesota Companies” was submitted to the University of Minnesota, by Aliaga Oscar Alfredo in the year 2005.}
facilitating change processes. The findings of the study disclosed that HRD results in mutual benefits for both the individual and the organization and thus HRD efforts are key to the present and future survival capability of organizations. The results of the study pointed out to the need for HRD practitioners to play dual roles as operational and strategic players.

Cole Ann F in his Thesis "Exploring the Relationship between Human Resource Development Functions and the Mentoring Process: A Qualitative Study" sought to explore a formal mentoring program which was data based and linked to HRD. The information is beneficial to the field of HRD that it might advance the mentoring process and encourage organizations by enhancing programmes. This information is beneficial by providing support for accountability, thereby promoting both employee and organizational effectiveness. The study utilized a qualitative case study research method. It involved in-depth interviews with purposive sample of HRD professionals, mentors and supervisors. It is clear from his study that human resource plays a significant role in the organization’s commitment to increase performance and continual learning.

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Storeberg - Walker Julia Betsy\(^7\) carried out a research study on “Towards a Theory of Human Capital Transformation through Human Resource Development”. The objective of the study was to create a theory to explain and understand how Human Resource Development (HRD) transforms human capital. The study highlighted that the general method of theory research in Applied Disciplines (Lynham, 2002) was the most appropriate theory to develop human capital transformation.

The research findings suggested that there are five distinct components embedded in the conceptual development phase of the General Method. The human capital transformation findings were the result of creating the theory of human capital transformation through HRD. The study observed that this transformation is embedded in organizational processes. It also noted that there are six key HRD intervention points required for human capital transformation and HRD is the only tool that can be effective in all six areas.

Jones Laikhe Tanyara\(^8\) carried out a research study on “Academia and Industry Perspectives on Leadership and Human Resource Development Competencies required for Agricultural Leadership Graduate Students Pursuing Industry careers”. The purpose of the study was to determine the

perceptions of graduate level agricultural leadership programs by university faculty and industry representatives. The study sample included twenty-two agricultural education faculty and ten human resource professionals employed at agriculturally related Fortune 500 companies.

The findings revealed that both academia and industry participants rated the following competencies as most important i.e., communication, leadership and interpersonal relationship building and collaboration. The lowest rated competencies were contracting, business knowledge and implementation. Based on the interviews, participants recommended that graduate agricultural leadership programs focus on management, youth organizations, organizational leadership and personal leadership development.

Nmom Hanacho Michael\textsuperscript{9} carried out a research study on “Increasing the Awareness of Human Resource Development (HRD) Activities in Small Firms”. Human Resource Development activities have been generally carried out by large firms but the extent of HRD activities in small firms is conversely low. The study has been carried out with an aim to create an awareness of HRD in small firms especially those with fewer than 300 employees. To correct the imbalance of awareness, the study aimed at to delineate the learning activities of

\textsuperscript{9}A Ph. D Thesis titled “Academia and Industry Perspectives on Leadership and Human Resource Development Competencies required for Agricultural Leadership Graduate Students Pursuing Industry Careers” was submitted to the University of Florida by Jones Laikhe Tanyara in the year 2004.
four small service oriented firms in Kalamazoo (Michigan) county. A mixed method case study, employing the quantitative and qualitative fact finding strategies of a simple survey questionnaire and semi-structured interviews was deployed. The results revealed that the participants are having a high level of awareness of HRD concepts. The findings suggested that these successful firms view their employees as resourceful assets, needing occasional and intermittent skill, knowledge and aptitude upgrading to remain viable productive. The findings of the study have brought to sharp focus that each firm’s HRD activities are part and parcel of their human resource manager’s responsibilities.

Mr. Chen Yu – Shu Jason\(^9\) carried out a Research study on “The Experiences of Participating in Continuing Professional Development: A Study of Human Resource Development Professionals in Taiwan (China)”. The study has been carried out to determine the experience of selected Taiwanese HRD Professionals participating in their continuing professional development. The researcher invited 14 participants from the members of the HRD Association of Republic of China (Taiwan), who were engaged in HRD and related tasks. Data were gathered through face-to-face conversational interviews with open end questions and all interviews were tape recorded. The researcher suggested various

\(^9\)A Doctoral Thesis on “Increasing the Awareness of Human Resource Development (HRD) Activities in Small Firms” was submitted to the Western Michigan University by Nmom Hanacho Michael in the year 2004.
measures to improve the practice in Taiwanese HRD Professionals Continuing Professional Development (C P D).

Strickling – Bullock Debbie Ardella⁸ carried out a research study on “The roles of Internal Human Resource Development Specialists in facilitated Mentoring Programs for African American Women in Corporate Management: An Exploratory Study.” The researcher identified the absence of African American women in some of America’s largest corporations and examined their unique occupational challenges. The study focused on the roles of human resource development specialists in facilitating the mentoring process as a means to help advance African American women to the higher echelons of corporate management. Data were gathered from 21 human resource and training professionals using mailed survey and conducting one-on-one telephone interviews with 10 African American women Senior Managers and Vice Presidents representing Fortune 500 companies. The results indicated that there was a possible relationship between facilitated mentoring as part of an executive development strategy and the career advancement of African American women managers. This study envisages awareness among corporate leaders that talented black women managers exist, linking facilitated mentoring to business objectives,

⁸A Ph.D Thesis on “The Experiences of Participating in Continuing Professional Development: A Study of Human Resource Development Professionals in Taiwan (China)” was submitted to the University of Minnesota by Chen Yu-Shu (Jason) in the year 2001.
obtaining top managements’ support and connecting influential mentors at the executive level with high potential black women managers. The researcher concluded that influential managers may favourably impact the representation of African American women in executive leadership positions in Corporate America.

**Anderson Lois Dean Wiley**\(^{12}\) carried out a research study on “Survival Competencies required for Human Resource Development Generalists who are solo performers in organisations in the next five years: A modified Delphi study”. The study aimed to determine the survival competencies required of human resource development generalists who are working in an organisation having a one person HRD or training department over the next five years. The researcher used two Delphi groups. The Delphi panel consists of members from the International Board of Standards for Training, Performance and Instruction (IBSTPI).

The study identified twelve survival competencies necessary for an HRD Department having one person over the next five years. Survival competencies identified were Political acumen, Organisational diagnosis, Communication, Relationship management, Organisation, Inquiry, Organisational linkage, Internal

\(^{12}\)A Doctoral Thesis on “The Roles of Internal Human Resource Development Specialists in Facilitated Mentoring Programs for African American Women in Corporate Management: An Exploratory Study.” was submitted to the Wilmington College (Delaware) by Strickling – Bullock Debbie Ardella in the year 2001.
consulting, Presentation skills, Assess employee performance, Project management and Job-specific training.

Kalata Erica Dawn\textsuperscript{13} carried out a study on "The Relationship between business strategy and Human Resource Development in Fortune 500 Companies". The study was carried out to identify the significant relationship that exists between business strategy and the HRD function in high performing companies. The sample undertaken for the study was 52 companies from the 1998 Fortune 500 listing of the 500 largest US companies by annual revenue. The researcher gathered data under survey method and data analysis included analysis of variance, discriminant function analysis and content analysis.

The results indicated that significant relationships exist between business strategy and HRD. The study concluded that HRD practices are not necessarily universal across all companies, but rather seem strongly related to the chosen business strategy of the firm. The researcher provided some recommendations for HRD Practitioners in business, HRD educators, Researchers and Executives in business.

\textsuperscript{12} A Doctoral Thesis on "Survival Competencies required for Human Resource Development Generalists who are Solo Performers in Organisations in the Next Five Years: A Modified Delphi Study" was submitted to the Indiana State University by Anderson Lois Dean Wiley in the year 2000.

\textsuperscript{13} A Ph.D Thesis on "The Relationship Between Business Strategy and Human Resource Development in Fortune 500 Companies" was submitted to the University of Illinois by Kalata Erica Dawn in the year 2000.
Yoo Pyung Jun\textsuperscript{14} carried out a study on "Korean Human Resource Development (HRD) Practitioners' Perceptions of Expertise Level and Importance of Workplace Learning and Performance (WLP) Competencies". The study has been undertaken to analyse the perceptions of HRD Practitioners on workplace learning and performance competencies. The researcher developed five questions from ASTD models of workplace learning and performance (1999) and the questionnaire was distributed to 400 Korean HRD Practitioners. 218 questionnaires were received and analysis was carried out using t – test and ANOVA.

The findings suggested that the intervention implementation specialist’s role and inter personal related competencies ranked highest on both current expertise and current importance. The study clearly pointed out the most needed individual competencies was knowledge management, cost benefit analysis, knowledge capital, technological literacy and leadership. The results indicated that Korean HRD Practitioners’ perceptions about current and future importance disclosed a high level of agreement regardless of years of professional development in the HRD Field.

Mafi Shirine Leily\textsuperscript{15} carried out a research study on "Testing the

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\textsuperscript{14}A Ph.D Thesis on “Korean Human Resource Development (HRD) Practitioners’ Perceptions of Expertise Level and Importance of Workplace Learning and Performance (WLP) Competencies” was submitted to The Pennsylvania State University by Yoo Pyung Jun in the year 2000.
Appropriateness of the Gap Service Management Model to the Human Resource Development Function in Organisations. The study was aimed to test the appropriateness of the gap model to human resource development function in organisations. The model was used to assess satisfaction with the training services provided by a human resource development function in an organisation setting. The gap model was validated in two phases. The first phase tested the relationships among nine proposed constructs and the second phase tested the relationship among five potential gaps in the training service process.

The findings revealed that employee perceptions of the training programme and the extent of management involvement in the training programme were significantly related to employee expectations. The study identified three gaps namely the marketing information gap, the standard gap and the service performance gap. The results suggested that employee expectations play a crucial role in establishing perceptions of training results. It also suggested that training delivery is the most influential element in evaluating training outcomes.

Siriwaiprapan Somsri in his research study on “The Concept, Practice, and Future of Human Resource Development in Thailand as Perceived by Thai Human Resources Practitioners” made an attempt to investigate the

perception of Thai Human Resource Practitioners regarding the concept, the status and the future direction and strategies for Thai HRD practice. The study was mainly based on three major theoretical perspectives namely Systems Theory, the ASTD models for HRD and Cultural relativity. Data were gathered from 25 participants using semi-structured interview method.

The participants believe the essential objectives of HRD are improving employees' performance, fulfilling the demands of the organisation for human resources and facilitating organisational change. Based on the participants' perspectives, the contributions of HRD were enabling organisations to gain better returns on investment, to better utilise their employee potential. The participants' perceptions revealed seven approaches to HRD that entailed on-the-job training, line involvement, empowerment, life span development, whole-person development, equal opportunity for development and self-development.

The study identified four future directions of Thai Practice. They are changing management attitudes, improving the status of HRD profession, enhancing the professional proficiency and redirecting Thai HRD practice through holistic HRD planning, development of Thai management and HRD practitioners to assume a more holistic view of HRD practice.

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Nurmi Ville Henrikki Karinpoika\textsuperscript{17} carried out a research study on “An Investigation of Evaluation of Human Resource Development: A Case Study in the Finnish Pulp and Paper Industry”. The study focused on the evaluation of industrial human resource development within the context of the Finnish Pulp and paper industry. The researcher made an attempt to study the effectiveness of the HRD programme and the elements of the training success and the factors predicting it. The study identified that the HRD programme turned out to be effective in terms of the accomplishment of the goals set by the organisation. The researcher concluded that the success of the training consisted of five factors which were clearly explained by the demographics in the regression analysis. The relationships among the concepts of training success, transfer of training, academic achievement and learning were clarified and expanded.

Ruona Wendy Elaine Anderson\textsuperscript{18} carried out a research study on “An Investigation into Core Beliefs Underlying the Profession of Human Resource Development”. The aim of the study was to elucidate core beliefs in human resource development by tapping the wisdom of experienced and leading scholars. For this purpose, ten scholar leaders in the field were interviewed. The outcome of the study was the emergence of six themes that focused on the role of HRD, who

\textsuperscript{17}A doctoral thesis on “An Investigation of Evaluation of Human Resource Development: A Case Study in the Finnish Pulp and Paper Industry” was submitted to The Northern Illinois University by Nurmi Ville Henrikki Karinpoika in the year 2000.
HRD serves, People, Work, Organisations and HRD interventions. The study offers a descriptive account of the themes and sub-themes revealing core beliefs underlying HRD. The core beliefs are delineated within the analysis of each theme.

Roberson Julie Toler\(^9\) in his thesis titled "Key Ethical Issues for Human Resource Development in the Future: A Delphi Study" has made an attempt to ascertain and gain consensus on key ethical issues facing human resource development professionals in the future. The study also aimed to find out that HRD professionals considered corporate social responsibility an ethical issue to be faced in the future. The researcher identified 41 issues were identified as future ethical issues in the field of HRD. The Delphi Research method was used and the Delphi panes consisted of 30 members of the Academy of Human Resource Development. The results indicated that there are several ethical issues facing HRD professionals in the future. The study also determined that HRD professionals considered social issues pressing ethical issues like promoting a humane work place, respecting the rights, dignity and worth of all people, balancing humanistic concerns and economic outcomes, assisting organisations in balancing the good of the organisation with the good of the community, and addressing work / life balance issue of the workers. The findings of the study

\(^9\) A Ph. D Thesis on “An Investigation into Core Beliefs Underlying the Profession of Human Resource Development” was submitted to the University of Minnesota by Ruona Wendy Elaine Anderson in the year 1999.
suggest a move toward greater awareness of Corporate Social Responsibility within the HRD field.

**Wognum Alida Anna Maria**\(^{20}\) carried out a research study on “Strategic Human Resource Development Aligning and HRD Effectiveness”. The aim of the study was to determine how strategic HRD aligning can improve HRD effectiveness. 44 companies were examined for the way in which strategic aligning had taken place for automation and social skills programmes. The results were compared with the reports of training officials, participants their managers and subordinates. The study identified strategic HRD aligning that is characterised by four specific aspects. They are participation, information, formalisation and decision making. The researcher concluded that by paying attention to these four areas, the aligning process leads to effective HRD Programmes.

**Amarsi Yasmin Noorali**\(^{21}\) in his study on “Key Stakeholders’ Perceptions of Nursing Human Resource Development in Pakistan: A Situational Analysis”, has made an attempt to study the importance of Health Human Resource Development (HHRD) including nursing human resource

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\(^{19}\) A Doctoral Thesis on “Key Ethical Issues for Human Resource Development in the Future: A Delphi Study” was submitted to the University of Arkansas by Roberson Julie Toler in the year 1999.

\(^{20}\) A Ph. D Thesis on “Strategic Human Resource Development Aligning and HRD Effectiveness” was submitted to the Universiteit Twente (The Netherlands) by Wognum Alida Anna Maria in the year 1999.
development in the province of Sindh in Pakistan. Qualitative methodology was used to obtain the perceptions of key stakeholders. Findings of this study demonstrated that key stakeholders varied in their understanding of the issues at both micro and macro levels. The policy review of five-year plans indicated clear objectives, but stakeholders identified a policy implementation gap. The study also revealed that at the time of policy formulation, input from key stakeholders should be obtained as a means of facilitating implementation of policies.

Mandefrot Kefyalew in his study on “End-user Computer Training and Adult Learning: Implications for Human Resource Development” has made an attempt to study the problems encountered by clerical and administrative support staff in learning how to use computers. The data for the study were collected through qualitative fieldwork techniques. Observations were made at four computer-training sites. Documents were collected from ten different participant organizations. The findings of the study revealed that people learn how to compute through peer support, attending night courses, taking individual mini-training seminars after work, and by asking friends. The findings of this research suggest that people learn how to use computers more through personal struggle with the software. The informal means of learning at the workplace is well

21 A Ph. D Thesis on “Key stakeholders’ Perceptions of Nursing Human Resource Development in Pakistan: A Situational Analysis” had been submitted to the McMaster University by Amarsi Yasmin Noorali in the year 1998.
established. The study noted that management misunderstanding of users’ problems and lack of support for learning are found to be the major obstacles to effective use of computer technology. The study examined specific learning problems in end-user training and suggested adult-learning principles and methods to help people better learn how to use computers.

**Srimannarayana M**\(^{23}\) in his research article titled "**Human Resource Development Climate in a Dubai Bank**" has made an attempt to assess the HRD climate in the bank through a questionnaire developed by the Xavier Labour Relations Institute, Jamshedpur. Data were collected from 212 employees working in a local bank in Dubai. The study also aimed to find out the differences in the perception of HRD climate among the employees, based on position, nationality, gender and age. The study revealed that a good HRD climate was prevalent in the bank. The researcher identified the areas of difference among the various categories of HRD climate.

**Debrah Yaw A and Ofori George**\(^{24}\) in their research article titled "**Human Resource Development of Professionals in an Emerging Economy: The Case Study of Tanzanian Construction Industry**" have laid down the

\(^{22}\) A Ph. D Thesis on “End – user Computer Training and Adult Learning: Implications for Human Resource Development” had been submitted to the University of Toronto by Mandefrot Kefyalew in the year 1997.

\(^{23}\) The ICFAI Journal of Organizational Behavior, January, 2007
importance of the role of competent professionals in economic development. Construction industry in Tanzania has been into account for case study method. The study provided a review of the extent of the neglect of HRD for professionals in emerging / developing economies. Their study revealed that there is no systematic integrated industry wide training programme for professionals in the industry. It also indicated that the existing programmes are fragmented and lack overall strategy and continuity, co-ordination and sustainable funding. Lack of funding is identified as the main obstacle to both creation and sustainability of a training programme for professionals. To overcome the problem the study suggested that establishment of an industry – specific training programmes for professionals. The study also pointed out the issues pertaining to human resource development of professionals in emerging / developing economies have not received sufficient attention in the literature.

Hassan, Arif; Hashim, Junaidah; Ismail, Ahmad Zaki Hj25 in their research article titled “Human Resource Development Practices as Determinant of HRD Climate and Quality Orientation” has made an attempt to measure employees' perception of human resource development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system. The study also examined the role of HRD Practices on employees’ development

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climate and quality orientation in the organisation. Data were collected through questionnaire method from 239 employees of eight organisations, of which four of the organisations are ISO certified. The study revealed that organizations with better learning, training and development systems, reward and recognition, and information systems promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems. The results indicated that large inter organisational differences were found in HRD Practices. The study concluded that ISO certified companies compared to others obtained higher means on some HRD variables.

Pillay and Pundy\textsuperscript{26} in their paper captioned "Human Resource Development and Growth: Improving Access to and Equity in the Provision of Education and Health Services in South Africa" demonstrated the importance of improving access to and equity in the provision of essential services such as education and health for enhancing human development. The study identified that the major constraint to accelerating and sustaining economic growth is in South Africa which has the shortage of skilled human resources. It also reviewed the progress in education and health sectors and identified the challenges. The researcher emphasized the need for policy makers to recognise the

\textsuperscript{25} Journal of European Industrial Training, Volume 30, Number 1, 2006, pp 4 - 18
link between education and health outcomes and the provision of clean water, adequate sanitation, cheap and accessible transport and effective nutrition programmes. The study concluded that human capital formation through appropriate education, training and health is vital for the economic growth of South Africa.

Rauch Andreas, Frese Michael and Utsch Andreas\textsuperscript{27} in their research article titled "Effects of Human Capital and Long Term Human Resources Development and utilisation on Employment Growth of Small – Scale Businesses: A Casual Analysis" explored how human capital of business owners, human capital of employees and human resource development and utilization affect employment growth of small scale enterprises. Data were collected from 119 German owners. The study revealed that human capital as well as human resource development and utilisation affect employment growth. It also indicated that human resource development and utilisation was most effective when the human capital of employees was high. The researchers concluded that human resources are important factors predicting growth of small scale enterprises.

Lewlyn L. R. Rodrigues and A. M. Chincholkar\textsuperscript{28} in their study on “Benchmarking the HR Practices of an Engineering Institute with Public

\textsuperscript{26} Development Southern Africa, Volume 23, Number 1, March 2006, pp. 63 – 83

\textsuperscript{27} Entrepreneurship Theory and Practice, Volume 29, Number 6, November 2005, pp. 681 – 698
Sector Industry for Performance Enhancement” have compared the Human Resource Development Climate in the Engineering Institute and public sector industry in India, based on seven dimensions reflecting the nature of Human Resource Development Climate (HRDC). The sample size used in the study was 100 each. Besides mean and standard deviation t - test was carried out to test the hypothesis. Based on the results, suggestions were made to enhance the HRD mechanisms of the engineering institute. The study put forth several suggestions to enhance the performance of HRDC.

Weil Amandine and Woodall Jean29 in their research article titled “HRD in France: The Corporate Perspective” have described the roles, activities and strategies of French human resource development professionals. This article is primarily based on exploratory and descriptive research. Research questionnaire has been designed to identify the corporate perspective on human resource development by means of cases drawn from six organisations located in eastern France. The study pointed out that the lack of understanding of human resource development on the part of French companies. The researcher identified that management development, career development and skills forecasting activities are to be considered to fall within human resource development. The researcher highlighted the role of HRD Practitioners and the involvement of line managers in

28 International Journal of Training and Development, Volume 9, Issue 1, Page 6, March 2005
strong commitment to the strategic significance of human resource development.

Jain Priti in her research paper captioned “Strategic Human Resource Development in Public Libraries in Botswana” has made an attempt to provide a strategic human resource management model of public libraries in Botswana. The researcher identified the public libraries in Botswana are lacking funds and human resources. In order to provide efficient public library services, the qualities required are: enthusiasm, positive attitude, innovative thinking and commitment. It also identified the staff related and motivational issues are: a sense of achievement, Job security, Staff recognition, Good salary, Effective communication, Job satisfaction, Delegation of authority, Clear Job description, Performance feedback, Conducive working environment. The study concluded a strategic human resource management model for the public libraries in Botswana which may fulfill the aims of Botswana National Library Service (BNLS).

Laila Marouf and Sajjad Ur Rehman in their article titled “Human Resource Development Policies and Practices for the IT and Information Workforce in Kuwaiti Companies” explored human resource development policies, strategies, and opportunities in 30 Kuwait corporate companies for its IT and information professionals. Data were collected through structured interviews

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29 Journal of European Industrial Training, Volume 29, Number 7, July 2005, pp 529 – 540
with key human resource managers of the companies. Questions addressed were related to induction and orientation programmes, approaches for developing capabilities for change management, in-house training policies, resources and facilities and policies for sending employees for training.

The findings revealed that almost all companies had intensive programmes for providing systematic induction to their employees. Majority of the companies considered outside options for training and had developed policies for the purpose. The results suggested that these companies were not satisfied with the role of higher education institutions in providing useful training to their employees. It also revealed that administration of training awards was biased in favour of seniors and managers.

Hanscome L and Cervero R\textsuperscript{32} in their research article captioned "The impact of Gendered Power Relations in HRD" examined how gender and power influence the interpersonal relationships among human resource development managers. The study mainly focused on the workplace experiences of HRD managers and the strategies they used to negotiate their day-to-day interactions. A qualitative approach was used to examine respondents' experiences. Five female and five male HRD managers were interviewed using critical incident techniques to explore specific workplace interactions.

The study concluded that the experiences of female and male respondents regarding the exercise of power were profoundly different and that the strategies used by respondents generally reflected the gendered contexts of power.

Kuchinke K. P in his research paper titled “Comparing National Systems of Human Resource Development: Role and Function of Post – baccalaureate HRD Courses of Study in the UK and US” has compared human resource development in the UK and US by focusing on characteristics of master’s level academic courses of study as important elements of each country’s national system of HRD. The researcher prepared review of the history, structure, definitions, professional associations, credentialing and accreditation schemes and national level recognitions and awards for outstanding HRD. The results of an empirical investigation of eighty-three leading academic institutions in both countries were presented and it included institutional profiles, enrolment trends and curriculum required for master’s level degrees. The findings pointed out that substantive difference in content and structure in both countries were found.

Poell R. F, Pluijmen R and Vander Krogt F. J. in their research article titled “Strategies of HRD Professionals in Organising Learning Programmes: A Qualitative Study among 20 Dutch HRD Professionals” made an attempt to
identify how current HRD strategies are put into practice and to what extent they are in line with theoretical ideas. Two research questions were framed within the theoretical framework of learning network theory. Data were collected from 20 Dutch HRD practitioners by using a semi-structured interview schedule. The results indicated that a broad range of different HRD strategies employed and many problems and barriers encountered in putting preferred HRD strategies into practice.

Collings D. G\textsuperscript{35} in his paper captioned “HRD and Labour Market Practices in a US Multinational Subsidiary: The Impact of Global and Local Influences” examined the extent to which the human resource development and labour market dynamics of a US multinational subsidiary in Ireland were influenced by global and local factors. The study examined the dynamics between central control and subsidiary autonomy in relation to HRD and labour market management. Using a single case study method the author explored the extent to which the subsidiary is constrained by virtue of its US heritage and the relative impact of the Irish environment on its operation. The findings indicated that the subsidiary possesses considerable autonomy in relation to content aspects of HRD interventions. It also revealed that the subsidiary’s long term focus is characteristic of the welfare capitalist approach to HR Management.

\textsuperscript{34} \textit{Journal of European Industrial Training, Volume 27, Numbers 2 – 4, April 2003, pp 125 – 136}

\textsuperscript{35} \textit{Journal of European Industrial Training, Volume 27, Numbers 2 – 4, April 2003, pp 188 – 200}
Pawan S. Budhwar, Mr. Saud Al – Yhmadi and Mr. Yaw Debrah\textsuperscript{36} conducted a research study, which explored the scenario of \textbf{Human Resource Development in the Sultanate of Oman}. The study was conducted with the help of a questionnaire survey in the State Owned Enterprises (SOEs). The research findings noted the increased emphasis on HRD initiatives at a national level in Oman Firms. There is a significant degree of awareness among the top managers regarding the benefits of a strategic approach to HRD. Despite all this, the implementation of HRD Programme has not been particularly successful. This is because the state has not been able to develop the skills and competencies of the Oman workforce to the levels required.

\textbf{Office of Employment, Training and Tertiary Education}\textsuperscript{37} conducted a research on \textit{"Defining and Scoping Human Resource Development in the Victorian TAFE System"}. The aims of the study were to provide an overview of best practice in Australian HRD that is relevant to staff training and workforce development in TAFE and to report on current HRD practices and trends in TAFE Victoria.

\textbf{Sally Sambrook and Jim Stewart}\textsuperscript{38} in their study on \textit{"Influencing


\textsuperscript{37} A Research report was published by Victoria Department of Education, Employment and Training, Melbourne in November 2001.
Factors on Lifelong Learning and HRD Practices: Comparison of Seven European Countries" have made an attempt to explore the connections between HRD practices and lifelong learning in learning oriented organisations. Answers to the questions were being sought through empirical research and case study method. The inference from their study is that lifelong learning was influenced by many factors and the same factors were expressed in both positive and negative manner. A key finding of the study is the changing role of the stakeholders, the attempt to develop a new learning culture and the restructuring of work.

Bengt-Åke Lundvall and Frank Skov Kristensen\textsuperscript{39} in their research paper captioned "Organisational Change, Innovation and Human Resource Development as a response to Increased Competition" have made an attempt to identify how the firms had developed its human resources and what were the motives for organisational change. Firms are divided into three groups based on the intensity of the competition. They are classified as C Firms (facing strong competition), A Firms (facing somewhat competition and S firms (milder or no change competition). Questionnaire survey method was conducted in 1900 Danish firms. The study revealed that more intense competition is a driving force behind organisational change and technical innovation. The findings show that

\textsuperscript{38} Paper presented by Sally Sambrook and Jim Stewart at the European Conference on Educational Research, Lahti, Finland 22 –25 September 1999, "Influencing factors on lifelong learning and HRD Practices: Comparison of Seven European Countries".
there is a very clear and consistent direction of change among the C Firms. The findings suggested that C firms tend to change towards what in broad terms is called organisational and functional flexibility. The outcome of the study is a stronger demand for skilled labour and for continuous upgrading of human resources.

Osman – Gani Aahad M and Jacobs Ronald L\textsuperscript{40} in their research article captioned “Technological Change and Human Resource Development Practices in Asia: A Study of Singapore based Companies” investigated the human resource development practices of organisations in Singapore. The study revealed that on-the-job training is the most frequently used training method to address organisational change needs. The researcher has identified some differences in transport and communication sector. The study has brought to sharp focus on the need for improved change management approaches.

2.2 INDIAN STUDIES

Venkataraman S\textsuperscript{41} in his study titled “Human Resource Practices in the context of Total Quality Movement: A Study in Delphi-TVS Diesel Systems Limited” has made an attempt to ascertain the perceptions about human resource practices and the extent to which such practices were mirrored in the context of

\textsuperscript{39} Danish Research Unit for Industrial Dynamics Working Paper No. 97-16

\textsuperscript{40} International Journal of Training and Development, Vol.9, No.4, December 2005, pp 271-280
total quality movement. The study also aimed to assess the level of quality of work life, empowerment, performance, leadership and culture. The researcher also identified the areas where human resource practices require improvement to facilitate total quality movement.

Unnikrishnan R\(^{42}\) carried out a study on "Human Resource Development in Chemical Industry in Kerala". The study mainly focused on the manpower planning, selection and recruitment of manpower in the chemical units in Kerala. The researcher identified that the source of recruitment in chemical units is through advertisements. The findings revealed that on the job training and apprentice training are the only methods employed and the employees in the co-operative sector are lacked training. The researcher identified that the top level executives in the organisation had confessed the non-existence of a well designed and formatted policy for training personnel. The results revealed that most organisations do not select and sponsor candidates for in-house training based on identifying developmental needs.

Satish\(^{43}\) in his Study "A study of Human Resource Development Practices in Major Industrial Units in Chennai" has made an attempt to study

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\(^{42}\) A Ph.D Thesis on "Human Resource Development in Chemical Industry in Kerala" had been submitted to Alagappa University (TamilNadu) by R. Unnikrishnan in the year 2005.
the human resources development practices in Chennai Petroleum Corporation Limited and Airtel. The study was based on the problems relating to implementation of HRD, the opinion of the employees at different levels, predominant factors and the measures for improving HRD Practices. The study dealt with the various dimensions of HRD. The study suggested that brainstorming sessions among the employees have to be conducted to overcome the dissatisfaction.

Rajakarthikeyean\textsuperscript{44} in his study on “Managing Human Resources in IT Industry” has made an attempt to study the level of satisfaction of IT Professionals on HRD Practices. The objective of the study was to bring out the human resources development Practices among IT professionals in order to retain the talented workers. The study disclosed the level of satisfaction of IT Professionals on HRD practices.

Vidya Anandrao Salokhe\textsuperscript{45} carried out a Research on “A Study of Human Resource Development (HRD) Practices in Scheduled, Co-operative and Public Sector Banks in Kolhapur District”. The study critically evaluates the HRD climate and the effectiveness of HRD Practices of Training, Performance

\textsuperscript{44} A Ph.D Thesis on “A Study of Human Resource Development Practices in Major Industrial Units in Chennai” had been submitted to University of Madras (TamilNadu) by Mr. Satish in the year 2005.

\textsuperscript{45} A Ph.D Thesis on “Managing Human Resources in IT Industry” was submitted to Alagappa University (TamilNadu) by Mr. Rajakarthikeyean in the year 2003.
Appraisal, Career Planning and Employee Welfare. The study highlights that HRD in banks is not only the acquisition of new knowledge and skills by their human resources, but also the acquisition of capabilities to manage both internal and external environment, attainment of self-confidence and motivation for the public services. The study also evaluates the role of the employee’s association in the bank’s HRD effort.

Elangovan R\textsuperscript{46} in his research on “A study of Human Resources Development Practices in Major Paper Industries in TamilNadu” with special reference to employees perception on HRD systems in TamilNadu News Print and Papers Limited (TNPL) and Seshasayyee Paper and Boards Limited (SPB) has mainly focused on the activities relating to Recruitment and Selection, Performance Appraisal, Training and Development of Organization, Career development of employees, Workers Participation, Employees Welfare and Incentives and Grievance Redressal System.

The study highlighted that more training facilities including training in abroad should be given to employees of Tamil Nadu News Print Limited (TNPL). The study also reveals that TNPL has to consider both seniority and merit for promotion of employees. The findings suggested that Seshasayyee Paper and

Boards Limited (SPB) should also increase the number of welfare facilities like TNPL.

Ganjigatti S B\textsuperscript{47} has carried out a Research on “A study of HRD implementations in Service Organizations under the Government of Karnataka”. The study was aimed at ascertaining the HRD practices adopted by ten service organizations under the Government of Karnataka listed by Bureau of Public Enterprises. It also suggested improvements and modifications to enhance the performance of the organization.

The research findings suggested that HRD aspects have not been given due importance in many organizations. It further suggested that these organizations should establish a separate HRD Departments. The study highlights that performance appraisal system is in very bad shape in all the organizations and potential appraisal system does not exist at all. Career planning has not been given much importance. Many gaps exist in training and development. The conclusion clearly spelt out that key mechanisms have not been fully implemented in many of the organizations.

\textsuperscript{46}A Ph.D Thesis on “A Study of Human Resources Development Practices in Major Paper Industries in Tamil Nadu” had been submitted to the University of Madras (TamilNadu) by Mr. R. Elangovan in the year 2001.

\textsuperscript{47}A Ph.D Thesis on “A Study of HRD Implementations in Service Organizations under Government of Karnataka” had been submitted to the Bangalore University by S.B. Ganjigatti in the year 2000.
Pampari Venkataswamy* in his study on "Perceived HRD practices and HRD Climate in Select Public Enterprises" has made an attempt to analyse the prevailing Human Resources Development Practices and Human Resource Development Climate in three major Public Sector Organisations (situated in the twin cities of Hyderabad and Secunderabad) perceived by their Executives. The objective of the study is to find out the HRD Climate and HRD practices in the three public sector undertakings namely, Heavy Engineering Company, Medium Engineering Company and Light Engineering Company. The importance of the study was more thrust on the performance and potential appraisal, career planning and development.

Divyathejomurthy V in his study on "Human Resource Development through Voluntary Action" – (A case study of Grama Siri, a Voluntary organization in Guntur District of Andhra Pradesh) has made an attempt to study philosophy and objectives of the organization and also the impact of HRD programmes on the selected beneficiaries. The study disclosed that voluntary organization plays an important and crucial role in the development of the human resources. It revealed that training programmes organized by the voluntary organizations facilitate the beneficiaries to become self-employed. The study has brought out the important role played by community organizers, social workers

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* A Ph.D Thesis on “Perceived HRD Practices and HRD Climate in Select Public Enterprises” was submitted to the Osmania University (Hyderabad) by Pampari Venkataswamy in the year 2000.
and teachers in the motivation and participatory involvement of the people at the gross root level of HRD.

Sujata Mangaraj in her study on "Human Resources Development Practices in Rourkela Steel Plant" has made an attempt to study the nature and extent of sub-systems of Human Resource Development, Employees’ perceptions about Human Resource Development, Qualitative and Quantitative gains arising out of Human Resource Development, and to identify operational impediments in the Human Resource Development Practice. The study unfolded that in each and every sub-systems of HRD a change has been noticed since its inception. The research findings have shown that “HRD is a system through which organization’s objectives of increasing productivity and better utilization of manpower can be possible”. The study further brought to strong focus that “HRD is a step through which workers acquire better skill and knowledge. It also helps in bringing about attitudinal and cultural changes of organization”.

Murthy P.V.R has carried out a research on “A Study of HRD Practices and their impact on Organizational Culture”. The study was carried out to

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50 A Ph.D thesis on “A Study on The Human Resource Development Practices in Rourkela Steel Plant” had been submitted to the Utkal University by Mrs. Sujata Mangaraj in the year 1997.
determine the linkages between HRD Practices and organizational climate in an organisation and also the extent to which the HRD Climate influences the career related learning and development. Data were gathered from six public sector undertakings and six private sector organisations. The research findings suggested that the public sector companies are burdened with excess manpower whereas the private sector companies have manpower on merits. The researcher identified that subsystems like potential appraisal, career plans and succession plans in both public sector and private sector undertakings have a long way to go before they are implemented.

The study indicated that HRD Climate in the organisations appears to be at an average level and HRD Managers need to carry linemen and workmen along with them. Organisation Development as an intervention seemed to have been successfully tried in some of the organisations. The researcher identified the major sources of managerial learning were through training programmes, Manager’s own success and failure experiences, handling crisis situations etc., The results concluded that the different organisations have HRD practices at various stages.

Manju Madhavan\textsuperscript{52} carried out a study on “Factors Affecting HRD in the Government Organizations”. The study focused on structure, climate,
motivation, role stress and personality development. It further disclosed that high performers are significantly more motivated and satisfied than the group of low performers.

Gomathi S\textsuperscript{53} in her study titled "A Study on Human Resource Management and its Impact on Productivity in Bharat Heavy Electricals Limited, Tiruchirapalli" established the relation between human factor and productivity. The researcher identified key areas of HRD viz., Training and Development, Welfare and Performance Appraisal System. The study revealed that manpower planning effort in BHEL has been focusing on higher level manpower like Graduates, Engineers etc., and the manpower requirements at the lower level are not given the required attention and importance. The researcher suggested that the human resource planning must be recognised as an integral part of corporate planning. Top management’s involvement for manpower planning is essential.

Federation of Hotel and Restaurant Association of India (FIHRAI)\textsuperscript{54} conducted a Research on "A Study about the Human Resource Practices in the

\textsuperscript{52} A Ph.D Thesis on “Factors affecting Human Resource Development in the Government Organizations” had been submitted to the Bangalore University by Mrs. Manju Madhavan in the year 1993.

The study has brought to focus on the prevalence of long working hours, poor working conditions and absence of rewards and remunerations to the employees in the industry. The study focused on the Human Resources Practices that are followed in the industry with special attention on the Junior Managers. The study also dealt with job conditions, employees’ aspirations, job satisfaction and retention strategies.

The study was administered with a questionnaire and field interviews were carried out with the General Managers and the Junior Managers in the cities of Mumbai, Delhi and Jaipur. The sample size used in the study was 200. Responses were received from General Managers and Junior Managers of various hotels spread over 38 cities in the country. The study concluded that “the people are the key to the business success of the companies”.

Anuradha C\textsuperscript{55} in her dissertation titled “A Study on the Prevailing HRD Practices in Service Sector – A Case Study on LIC” has made an attempt to analyse the perceptions of HRD practices both from the point of view of organisation as well as the executives and identified the gaps in the practices. Primary data was collected through a well-designed questionnaire. The study has been quite revealing in as much as in a monolith organization like

\textsuperscript{55}A Research Study had been conducted by Federation of Hotel and Restaurant Association of India (FHRAI) on “A Study about the Human Resource Practices in the Indian Hospitality Industry”.

LIC. The HRD practices have percolated from the top to bottom, though there is plenty of scope for improvement and suggestions.

Raghavan S\textsuperscript{56} in his study at Maruti Udyog concluded that an integrated HRD system is really effective in improving organizational effectiveness and achieving employee satisfaction. It further highlighted a well–designed, suitable and unbiased performance appraisal system that can go a long-way in maintaining the morale and motivation of people at high level.

Bose and Natarajan\textsuperscript{57} in their study at Colgate Palmolive highlighted that HRD through training can build a firm foundation of mutual trust and interdependence. It assisted in bringing change in organizational culture, which is conducive for better industrial relations and increased productivity.

Rao T.V and E. Abraham S.J.\textsuperscript{58} in their study “HRD Practices in Indian Industry – A Trend Report” have outlined the need for focusing attention on the development of human resources. The study highlighted the manner in which some of the HRD subsystems are being practiced and utilized in Indian


\textsuperscript{58}M. Phil Dissertation on “A Study on the prevailing HRD Practices in Service Sector – A case study on Life Insurance Corporation” was submitted to the Osmania University (Hyderabad) by C. Anuradha in the year 2001.
organisations. The researcher has analysed the responses of Senior Executives from 45 organisations to a questionnaire on HRD.

Rao T.V and Raju Rao\(^5^9\) conducted "A Study of HRD Concepts, Structure of HRD Departments and HRD Practices in India". The study examined the current status of the HRD function and HRD subsystems in India against locally evolved integrated HRD Systems. Data from organizations indicated that HRD function is not well structured, is inadequately differentiated, poorly staffed and failed to meet the requirements.

Rao and Abraham\(^6^0\) conducted HRD survey in Fifty-three Indian organisations and analysed in-depth the practices of various subsystems of HRD in those organisations. They have studied subsystems like training, performance appraisal, organisation development, employee counselling, potential appraisal and reward management. The study suggested that HRD functions have to be developed in order to ensure effectiveness of the organisation.

Vasanthi S\(^6^1\) in her study titled "Attitude of Employees' towards Human


\(^5^9\)Paper presented by T.V. Rao and Raju Rao on “A study of HRD Concepts, Structure of HRD Departments and HRD Practices in India ”

Resource Development System in BHEL has made an attempt to measure the HRD climate in BHEL, Tiruchirapalli. The researcher identified that the HRD system presently practised in BHEL is good. Statistical techniques such as Chi-square test, Analysis of Variance (F-test), “z” test and factor analysis were employed. The researcher suggested that the management has to develop HRD programmes and administer them to officers in the age group of below 40 years.

Achdeva and Arora\(^{62}\) carried out a study captioned “Improving Employee Relation Climate: HRD shows the way, the EICHER experiences”. The researchers revealed that HRD helps in organisation building by continuously making studies and preparing action plans to make improvements in areas like accountabilities, compensation, forecasting, appraisal system, recognition, communication, training and development, union management relation, working conditions etc.

Udai Pareek and Sushama Khanna\(^{63}\) presented a paper captioned “HRD Trends and Challenges in Asia” in an International Conference on HRD in Asia, held at Bangalore. The paper focuses on the introduction of IT and its strategic role for HRD and organisational competitiveness. The study carried out two

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different national environments of Malaysia and India. The researchers examined the relationship between perceptions of HRD practices and organisational commitment through empirical study. The study found significant relationship among career development and effective commitment.

Anil K. Sen Gupta in his article titled “HRD in India: What is It?” has made an attempt to examine the question as to whether HRD is same as or different from Training or Personnel Management. The researcher also compared the Indian literature on HRD with the western literature. The researcher pointed out three inconsistencies in the conceptual writings on HRD in the country. They are lack of consistency of perspectives on HRD, lack of consistency in terms of specifications of the parts or subsystems that make up the HRD system, and lack of consistency in terms of the use of various terms related to the management and development of human resources.

Sheela Singh in her article captioned “HRD in Public Sector Undertakings: New Directions” had highlighted the importance of public sector undertakings. The researcher also highlighted the importance of Management education, Leadership, Training Strategy, Management development and the problems of mobilizing the lay-worker for meeting the challenges of change and

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64 HRD News Letter, April, 2003, Vol. 19, Issue 1, pp. 8-13
innovation. The article suggested that organisations will have to be people oriented and policies, structures and systems will have to be human centered. The author pointed out that it is the duty of the HRD department to bring out the hidden talents of employees and utilize them effectively and efficiently.

Neelu Rohmetra\(^{66}\) in her research study titled “Human Resource Development in Commercial Banks in India” has made an attempt to investigate into the efforts made regarding the development of people in two commercial banks namely State Bank of India and the Jammu and Kashmir Bank Limited. The researcher made a comparative study of prevailing development climate for facilitating human resource development in those two banks. The study revealed that HRD climate in the State Bank of India is far more conducive than that in Jammu and Kashmir Bank. The satisfaction level of the employees was found to be very high in State Bank of India. The researcher suggested several improvement steps to be adopted by the two banks. The study concluded that the appraisal and feedback system in the Jammu and Kashmir Bank had to be strengthened.

Deenabandhu Das\(^{67}\) in his edited compendium titled “Human Resource Development in Public Sector Undertakings” has analysed the growth of Khadi

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\(^{65}\) Management and Labour Studies, Vol. 28, No. 1, February 2003, pp 37 - 46

and Village industries in Orissa. The researcher made an attempt to offer an insight on the various HRD practices and interventions and to examine the prospects and possibilities of their application to public sector undertakings.

Rao T.V\textsuperscript{68} in his edited compendium titled "Future of HRD" has suggested the different kinds of HRD structures for different organisations. The author elaborates the various categories of HRD structures focusing on why these structures should be need based. The author highlighted that HRD departments play a significant role in making the HRD systems and processes work.

Biswaajeet Pattanayak\textsuperscript{69} in his research article titled "Towards Building a Better HRD Climate: A Study on Organisational Role Stress and Quality of Work Life" has made an attempt to discover the differences, if any between the sub groups with regard to organisational role stress and perception of quality of work life. The study aimed to ascertain the relative importance of quality of work life variables in explaining organisational role stress. The study was carried out in two public sector organisations with a sample of 800. The study followed a 2 X 2 factorial design of research. The two factors were types of organisation (Old / New) and role positions in the organisational hierarchy (Executive / Non-


Executive). The findings suggested that there are significant differences between the executives of the old and new public sector organisations on a number of organisational role stress as well as quality of work life dimensions. The researcher also suggested HR solutions.

**Bishnu Prasad Sahu** in his research study titled "Human Resource Development for Industrial Workers – With Special Reference to Tea Industries" has made an attempt to examine the migration and settlement patterns of tea garden labourers in Barak valley of Assam. The researcher also analysed the working conditions and the implementations of labour legislation in tea industries. The researcher has adopted survey studies methodology based on descriptive research method. The study covered 100 households each from three tea estates Devan group of tea estates, Rose Kandy tea and Silcoorie tea estate in the private sector in Assam. The researcher identified that the trade unions are dormant and do not take keen interest in the welfare of the workers. The study highlighted the problems faced by the tea plantation workers and suggested measures to improve their quality of work life.

**Vinitaa Agrawal** in his edited compendium "Human Resource Development..."
Development: Perceptions of Bank Employees in India” has made an attempt to know the perceptions of bank employees with regard to the major contents of the HRD philosophy, the various elements of HRD climate and difficulties in the management of HRD process. The author carried out an empirical study to examine the perceptions of bank employees regarding HRD practices and measures to see as to what extent the prevailing claims for HRD are empirically true. The study also covered the relationship between the levels of expectations and the levels of satisfaction as perceived by the employees from various HRD practices and measures.

Though research has been done on various dimensions of HRD, none of the earlier studies have given importance to study the HRD infrastructure like HRD Policy Development, HRD Strategy, effective HRD Implementation, and HRD Issues. The present study throws light on organisation’s Barriers to HRD efforts, Best HRD Practices, Annual Review of HRD Objectives and Achievements and latest trends of HRD Practices. Besides, the study also covers the dimensions like Training, Organisational Development, Rewards, Performance Appraisal and Welfare Measures. Hence the present study is unique and significant as it focuses on the above mentioned salient features.