Chapter-II

REVIEW OF LITERATURE
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REVIEW OF RELATED LITERATURE

An important step in the present research is to review the related literature on the subject under investigation. Some publications and research works related to the focal theme of human resources development are covered. Most of these publications contain theoretical framework and conceptual theories on HRD. Hence, this research covers the empirical research publications on HRD and various articles entitled on the theme of HRD in various journals in the modern trend.

Knowles (1974)\(^4\) points out that the role of organisations is not merely to get a work done. It ought to help the organisation’s people to meet human needs and goals. These two functions support each other and instill Human Resource Development within organisations which enhance the productivity. Productivity of work is enhanced by way of employees’ participation in decision making, competency development and training programs.

Schein and Arora (1977)\(^5\) highlight that managing and developing human resource is an increasingly important determinant of organisation effectiveness. It is argued that human resource planning and development must be managed both by line managers and staff specialists. Since the function consists of multiple components it is demonstrated that the various

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planning activities are closely linked to assignment training etc... and that those processes must be designed to match the needs of the organisation with the needs of the employee.

**Philip** (1980)\(^6\) observes in his article on HRD in Indian experiments and experience that public sector organisations took a lead in adopting HRD experiments for both managers as well as for workers. The objectives of HRD programme in public undertakings are (i) to encourage every employee to grow and reach to their fullest potential (ii) to provide equal opportunities in the organisation. The assumption underlying public sector undertakings approach is that HRD is not just inhouse training, but includes planned job rotation, substitute arrangement, task forces and special assignments and participation as MDP’s available in India and abroad.

**Nagabrahman** (1980)\(^7\) studied the implementation of integrated HRD system across four organisations. The researcher has selected 512 respondents from 102 departments of these companies, and found that there were developmental variations in implementation of the system effectively; the departmental variations have been influenced by the departmental climate and leadership (department head’s) commitment, and top management commitment seems to have had less influence on effective implementation when compared to departmental leadership and other variables.

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Banerji (1981)\textsuperscript{8} collected data from supervisors who had undergone training in an Indian Engineering company. They were administered a checklist. The responses indicated that the inputs in industrial relations had little or no impact on their effectiveness. However, most of them felt that training did improve self confidence, motivation, and identification with management goals, communication ability and skill.

Donohoe and Rachelle (1981)\textsuperscript{9} examined the importance of the Human Resource Development department in increasing productivity by successful implementation of training programme with the overall goals of productivity improvement. Human Resource Development directors must contribute to the quality of the workforce through the support of Human Resource Development, available programmes for Human Resource Development. Professionals should organize the training programs by covering the Human Resource philosophy, Human Resource Development policy and integrating Human Resource Development into long range organisational planning.

Strauss and Castino (1981)\textsuperscript{10} viewed that the advent of Human Resource Development is a response to a need for change in Human Resource Development. It recognises the Human Resource for their relative worthier and retain HR by focusing on the critical career choices made by the employee. The Human Resource Development approach stresses a continuing joint obligation from the early days of employment through


\textsuperscript{10} Strauss Nan and Castino “Human Resource Development; Promise or Platitude?” The personal administrator, Berea Nov 1981.
career development to termination. Human Resource Development perceives a critical point in career patching and provides a systematic means of organisation both the work place and its workers to achieve mutual satisfaction.

**Venkateshwara Rao (1982)**\(^{11}\) in his study entitled "HRD practices in Indian Industry" has stated that the need for focusing attention on the development of human resources is increasingly being felt in Indian Industry. The study highlights the manner in which some of the HRD subsystems are being practiced and utilized in Indian organisations. The author has analysed the response of senior executives from forty five organizations. The trends indicate that a lot of innovative activities are going on in Indian organisations both in the private and public sector indicating a modernizing trend in the personnel function.

**John (1982)**\(^{12}\) stresses the presence of a systematic training and development for HRD programmes to be effective. The HRD process can be improved by line management and the establishment of training and development options for line managers promoting employee growth for the organisations productivity.

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Sethi and Ahula (1982)\textsuperscript{13} in their study have brought to light the importance of Human Resource Planning (HRP). HR system is seen as the function, which has the specific task of integrating all other functions of management. The study found that human resource is the most vital part of any modern business system and productive individuals are essential for the achievement of corporate goals. The element of effective human resource planning, the process of organisational recruitment and the performance appraisal procedure are the three important parts of total human resources system. When these three processes are integrated efficiently in the organisation, the outcome would be better productivity and result.

Subratesh Ghose (1983)\textsuperscript{14} in his article “Participative Management for Higher Productivity” has attempted a study in different countries including India. In the light of these experiments the author has identified the problem areas and the role of participatory management may be an effective approach for raising the level of productivity, provided certain pre-conditions are fulfilled and the problems are sought to be encountered seriously. For that, of course the scheme should be meaningful and significant in coverage so as to make the workers interested in participation and the management also must be ready in spirit to involve the workers in the process of decision making for improving labour productivity.


Rao and Abraham (1984) observed from a survey of 53 companies reported that 30 percent of them had a separate HRD department. In another 38 percent showed that HRD existed as separate function but as a part of personnel department with specially designed HRD personnel, and the remaining 32 percent of the organisations did not have separate policy on HRD. The major organisations should frame the individual Human Resource Development department to improve the employees’ performance towards their task.

Venkateshwara Rao and Abraham (1985) in their study have administered 38 items in HRD climate survey questionnaire to 1614 respondents from 41 different organisations. They observed that (i) the general HRD climate in the organisations surveyed appeared to be at an average level (54%). The most important factor contributing to this seems to be a general in difference on the part of the employees to their own development through making efforts to recognise their strength and weakness. (ii) The top management in most organisations do not concentrate to improve the quality of work life and so there is a good deal of lip sympathy and intellectual positivism HRD but no emotional investment.

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Gupta (1986)\textsuperscript{17} in his study entitled "HRD-key to improve productivity" has stated that the productivity of any organisation can be improved by application of capital intensive high technology, scientific and modern technique and attitudinal change of employees by improving work culture. The author had said that the study in many organisations in developed and developing countries have proved that technology of technique itself may improve productivity but it cannot sustain it for a long time. It is necessary that an integration of high technology, scientific technique and work culture are continuously followed up through detailed HRD process covering every section of employees. High technology is playing an important role and this had to be imparted to lower level of employees by training them in theory as well as practice so that the knowledge is applied in work situation. This requires massive and continuous education programs.

Kanungo and Mendonca (1986)\textsuperscript{18} in their article titled "work rewards and management of human resources" have discussed the objectives of rewards system and its evaluation. Intrinsic rewards are those that are built into or inherent in the job such as responsibility and feeling of accomplishment. Employees gain these rewards directly as they perform the job assignments. Extrinsic rewards are those that are external to the job for example, pay, benefits, praise, pleasant working conditions, job security etc. The Intrinsic rewards generate in the employees the level of satisfaction, which indicates a high level of performance. For this reason intrinsic


\textsuperscript{18} Kanungo and Mendonca "Work rewards and Management of Human resources", Indian Management, Vol.26, No.4, p.8, April, 1986.
rewards are regarded as the real and only motivators. His view is that if you want just happy employees, then provide extrinsic rewards, but if organisations want to increase the employee's productivity, they should provide intrinsic rewards.

Kulkarni (1986)\textsuperscript{19} in his article “Managing Human Resource Development Programmes (HRDP) Challenges and Opportunities” has observed that schemes and projects designed to serve basic human needs such as health, education, food etc, do not directly contribute to an organisation's business objectives. The corporate serious effort has been initiated towards induction of modern management techniques as an aid to the efficient running of the ‘HRD’. The study envisaged the importance of introducing these techniques and methods of HRDP's and had discussed their various dimensions. His opinion is that the management movement had not caught up among the managers of HRDP and it will not do so, unless agencies like All India Management Association and a number of corporate bodies make a conscious and deliberate effort to generate management ethos among the policy makers and managers of HRDP's in the country.

Suri (1988)\textsuperscript{20} in his study “Training for productivity in Industry” has stated that an effective use of materials, money, machines and human resources are essential for achieving a higher level of productivity in

industry. While other resources have limitations, the human resources have unlimited potential. Its quality can be improved by intervention of training. He has concluded that our knowledge on the impact of training on productivity, facilities and constraints is highly adequate and a comprehensive research on this aspect needs to be initiated.

Singh (1989)\textsuperscript{21} in his study “Human Resource in Industrial Productivity” A psychological perspective has observed that productivity is influenced not only by physical aspects but demographic, situational, attitudinal variable which are not less important for the productive efficiency of employees. The author surveyed 800 blue collar industrial workers of a large textile mill situated in Kanpur to make an intensive study of the effects of alienation, anxiety and job involvement on the performance of the workers. It was found that alienation has a negative relationship with the productivity of workers, a high degree of ‘anxiety’ exerts a deteriorating effect of productivity and high job involvement is the necessary condition for the employees to enhance their productivity level. He had observed that the relationship of job involvement and employees’ performance is significantly influenced by alienation and anxiety.

Ishwar (1989)\textsuperscript{22} “HRD in Indian organisations-current perspectives and future issues”. The author argues in this article that HRD will have a greater impact on organisations if it is distinguished from personnel functions and make an attempt to differentiate HRD from traditional


Personnel functions. He discussed three approaches to HRD management—man-centered, reciprocal and selective approach. Organisations using the man centered approach have progressive welfare practices for employees and their families and pattern of managerial orientation. The emphasis of the HRD program under the reciprocal approach is on developing roles, role relationships, appraisal systems, training, job design etc. The important elements of the third approach consists of skills in identifying promising persons and developing social programmes such as assignments, placements in select position, training and the like; the author discusses the set of beliefs underlying each approach on the basis of which the top management formulates policies and HRD programmes. They discussed their respective strengths and weaknesses towards the development of organisation as well as workforce development. He concluded with some relevant issues concerning the future of HRD in Indian organisations.

Muktarkhan (1990)\(^{23}\) in his study “Human Resource Development in changing Technology” has stated that manpower resources are in fact a double edged weapon, if it is misused. It leads to economic retardation of a country. An effective HRD programme should include (a) proper HRD strategy, adequate manpower development procedures and (c) a specialized motivational plan. He has opined that in this age of changing technology, human resource development is a pre-condition for both maintaining and further developing the national economy.

Jyothi (1990)\textsuperscript{24} in his article entitled “Training and Development of Human Resources” has explained that HRD is a broad term which indicates all activities designed to get employees to work more effectively within a given organisation. It builds knowledge, skill and capacity of human resource to develop their competence. The development of human skill automatically increases business productivity. His opinion is that HRD or development of people lies in the organisational growth and progress. It was therefore found that training being the most vital tool of human resource development. The performance of the human resource in business, industry or any other institution will mainly depend on the system of selection and training.

"Implementing Human Resources Development" by Rajen Gupta (1990)\textsuperscript{25} it was undertaken in an action research mode to simultaneously improve the implementation process and develop theoretical understanding about the process of implementation. Hence, it is reported that large HRD programme in a large organisation, illustrated interventions which can improve the implementation, as well as examined the relevance of existing theoretical knowledge. It finally proposed a model of Multi-level Action Research System (MARS) for effectively implementing HRD programmes in large organisations.

\textsuperscript{24} Jyothi, Training and Development of Human Resources, HRD strategic Approaches and Experience (Editor by Dr.B.L.Mathur), Arihant publishers Jaipur,p.143, 1990

Venkateshwara Rao (1991) defines HRD as process, rather than a set of mechanism and techniques by which the employees of an organisation are helped in a continuous planned way to

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

2. Develop their general capabilities as individuals and discover and exploit their own inner potential for their own organisational development purposes, and

3. Develop an organisational culture, in which superior-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of employees. Rao, further, suggests the following subsystems practiced such as i) Performance Appraisal ii) Potential appraisal and Development iii) Feedback and performance coaching iv) Training v) Career planning. These subsystems are used to initiate, facilitate and promote the process of HRD in a continuous way. All these process subsystem are linked with corporate plans, particularly with HR planning.

Dravid (1991) in his article “Importance of values in HRD” had stated that HRD practitioners in India have a few understanding as to how human resource management activities contribute to the effectiveness of a business organisation and have increasingly obsessed with the development of tools and technologies only. HRD professional will have to take an active

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role in influencing the political and cultural systems of the organisation. He has expressed the fact that the element of human resource planning should be mixed with strategic planning and human resource staff should be taught to support the strategic planning process.

Sellappan (1991)²⁸ in his study, “Attitude towards human resources development and leadership style” among 100 respondents belonging to the managerial cadre in the personnel department of 10 large textile units in Coimbatore measured and reported the following finding that Human Resource Development has significant relationship with all the functions of the management and an effective HRD Climate leads to the overall efficiency of the organisation.

Venkateshwara Rao (1991)²⁹ "Readings in Human Resources Development" an edited compendium, started with a conceptual framework on development and integrated HRD and ended with an account of the research in HRD. It also focused on HRD instruments like performance appraisal, potential appraisal, counseling, training and rewards and implementation of the same in different organisations. It also dealt with HRD in government systems, primarily focused on educational system.

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²⁸ Sellappan, “A study on employees attitude towards human resources development and leadership style”- a paper published on UGC National Seminar souvenir on ‘HRD in LPG Era’ p.24, 1991
**Bansal (1991)**30 "Human Resources Development in Public Enterprises" was a pioneering study in the area of HRM taking SAIL for study. It clearly explained the concepts, processes and scope of HRD in general and in public sector undertakings in India in particular. It also portrayed the components of HRD like organisational development, training and development, performance appraisal, career advancement as they are practiced in SAIL. It also suggested a manpower forecasting model apart from offering some significant suggestions.

**Singh (1992)**31 "Human Resources Development - A Case Study of U.P. Electronics Corporation Ltd., Lucknow" a research study attempted to grasp the intricacies of HRD with twofold facets, i.e., training as 'tool of improvement in specific skills of the non-managers' and 'development of the managers'. It was analytically discussed the ways to convert the traditional personnel functions to the developmental mechanisms. It urged upon the need of HRD even before the selection of the personnel. It also focused on selection and placement, training and development, developing jobs, organisational development, performance appraisal, potential appraisal and rewards, counseling and feedback, worker affairs and industrial relations in UPTRON Group, an upcoming public sector enterprise in U.P. and attempted to prepare a base for other organisations to march forward and introduce the HRD system successfully.

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Venkateshwara Rao (1992)\textsuperscript{32} in his work “Performance Appraisal of HRD functions in Indian organisation”-‘A preliminary survey’ Human Resource Development functions have come to be accepted as an integral part of the Industrial activity. A survey conducted in 1984 indicated a clear cut policy support towards this trend. This study is a step forward and attempts to take stock of how well HRD function is being performed in Indian organisations. A detailed questionnaire was administered to HRD staff from public and private organisations. The idea was to assess the perception of the respondents on how well those activities were performed. These responses indicate more similarities than difference in HRD practice of both public and private sector organisation. Further, “while public sector organisations score better on monitoring HRD implementation, this reveals true on human process research on the whole, though the HRD function has caught up, it has long way to go in the effective implementation” the author comments.

Nadler (1992)\textsuperscript{33} claims that the term HRD was evolved in his class room and it gained popularity in the USA after mid 1970’s. Nadler defines HRD as “an organized learning experience within a given period of time with the objective of producing the possibility of performance change”


\textsuperscript{33} Nadler, “HRD and Organisation climate” Pearson Printers P Ltd, New Delhi, p.28, 1992
Jayagopal Rao (1993)\textsuperscript{34} While studying the performance appraisals of an engineering company in (1974-75) held that for the effectiveness of the appraisal system, simultaneous efforts were required for i) Potential appraisal, ii) Employee counseling, iii) Career development and planning vi) Training, v) Organisational development. The concepts of Pareek and Rao are much more broad-based than the concept offered by Nadler according to whom HRD is training, education and development.

Prasannasai (1993)\textsuperscript{35} conducted a study to overview the HRD practice in India. He observed that moderate importance was exhibited in certain mechanisms such as, career development as reported many organisations and organisation development, employees assistance, role analysis, personnel research mechanism are fear of the organisation.

Imithiaz (1993)\textsuperscript{36} conducted a study on HRD climate among Executive at Dalmia cements Bharat (Pvt) Limited, Trichy. The objective of the study was to study the existing development climate facilitating HRD, to determine its level of existence, to study the implementation of HRD mechanism, OCTAPACE culture and general supportive climate prevailing in the organisation. The findings of the study were that the level of the general HRD climate appeared to be reasonably good. The implementation of HRD mechanism was difficult one, as the dimensions in the HRD haven’t yielded to a fair response.

\textsuperscript{36} Imithiaz, "HRD climate at Dalmia cements" 'Unpublished research Report Submitted to Bharathidasan University Trichy' p.226, 1993
Anand (1994)\(^{37}\) studied the HRD climate among the executives in Kaveri Engg. Ltd, Trichy. The objectives of the study was to find out the general HRD climate existing in the organisation; to find out, if the support is given to employees to implement from their training programmes and to find out the attitude of the organisation towards development of its employees. The findings are the general HRD climate was good in the organisation understudy. The employees were allowed to implement what they had acquired from training and the organisation has a positive attitude towards development of its employees.

Venkateshwara Rao and Abraham (1994)\(^{38}\) "Contributed a trend report on HRD practices in Indian Industries". The study was conducted in 60 companies. Among them 53 organisations showed a positive trend of using open appraisal systems, improving the training function, taking up of organisational development activities and using employee counseling, the reward, administration and promotion continue to be at maximum and HRD seems to being a significant aspect in many organisation.

Pawn Budhwar (1994)\(^{39}\) has undertaken a study on HRD in Britain. This study was conducted in manufacturing industries. The objective of the study was to ascertain the nature and type of HRD policies and practices in industry and firms namely Textile, Footwear, Steel, Pharmaceuticals, Processing and Plastics that were having 200 and more employees.


Correlation’s and multiple regression analysis revealed that there was a significant relationship between number of variables such as the organisation size, strategy, business sector and mainly on HRD policies and practices in the organisation.

Jain Singhal and Singh (1995) in their work, HRD practices in Indian Industries have made a comparative study in BHEL and National fertilizers Ltd, on various HRD concepts, objectives and practices. He found that the top management of both sectors have lack of awareness of HRD concepts regarding their involvement to HRD implementation is ranging between moderate to very high extent. The HRD helps to increase the trust in degrees of freedom, work and openers among the employee within the organisation. OD as subsystem of HRD is in practice of both organisations.

Mahesh Kumar (1995) conducted a study on HRD climate among executives in Southern Railways, Trichy. The aims and objectives of the study were to describe the socio economic background and different factors contributing to the climate facilitation HRD apart from determining its level of existence. The findings of the study reveal that the HRD climate is at middle level and the researcher suggested few measures like giving feedback in case of performance appraisal to improve the HRD climate.

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Niraj Kumar (1995)\textsuperscript{42} "Human elements in organisations", views that, since the beginning of the 21\textsuperscript{st} century, research in HRD in an organisational setup has been finding significant correlation between the elements of productivity and performance of the organisations' human resources. The management concentrates the human resource development and elements of productivity to achieve the organisational goals in effective manner.

Deenadayalan (1995)\textsuperscript{43} is of the view that most of the management have side-lined the HRM function due to lack of immense knowledge about the importance involved in the successful handling of HRM function. They have to organise conferences, workshop etc, offered by leading organisations / individual experts in a phased manner to obtain expert's guidance in improving the efficiency of the personnel to meet the challenges faced by the organisation heads. It advocates for training people by identifying their training needs.

Khan (1996)\textsuperscript{44} in his book entitled “Understanding management through ‘cases’-Human Resources Planning” reveals that Organisation should have suitable mechanisms to predict the work force requirement based on its emerging needs, new openings, transfers out and transfers in, promotions, demotions, retirements, dismissals etc, to mention some of the

\begin{itemize}
  \item Niraj Kumar, "Human elements in organisations", 'The Hindu speaks on management', The Hindu Chennai-2, p.173, 22\textsuperscript{nd} April 1995.
  \item Deenadayalan, "HRM past, Present and Future", The Hindu speaks on management, p.230.P and D, 4\textsuperscript{th} October, 1995.
  \item Khan, "Understanding management through ‘cases’-"Human Resources Planning", New Delhi, Discovery Publishing House, p.77, 1996.
\end{itemize}

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factors affecting personnel demand in the organisation. The sources for supply of personnel both from within and outside the organisation has to plan for future needs, future balance, recruitment and selection and for future development. The organisation has to be aware of the changing environment in the labour market because of the increasing competitions, labour shortages, changing demographics, government regulations, employees' rights and the environmental factors.

**Jebabalan (1996)** The author studies HRD climate among the executive of SAIL (Salem), and the findings of the study revealed that the HRD climate was at moderate level. The executives expected more development programmes to face the rapid force competition as well as problems. They wanted refresher programmes to update their skills and knowledge. The researcher suggested to the management to provide opportunities for updating their knowledge as well as skills. Then, the management make use of the available resources through efficient and effective manner to achieve the organizational goal.

**Dhar (1996)** wrote an article on “HRD through self development-a hard look” and he started with the following quotation.

"Of all the Baggage,  
Man is the most difficult to transport" —Adam Smith.

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He observed the following functioning elements "all development starts with self development and hence, self development is the essence of HRD, only if an individual is convinced of the need for self-development and has full and complete awareness of his own strengths and weaknesses will be involved in the human resource development in the organisation and help facilitate its implementation. If an individual is not basically interested in developing himself, no efforts made by the organisation to develop the individual it can't succeed. Thus, it is for the individual himself to take the initiative aimed at self-development and the responsibility for this lies primarily with the individual concerned.

Upadhyay (1996)\textsuperscript{47} in his article on "Human Resource Development and value Management" specified that with the passage of time, the cultural values of India which were once considered unique in the globe have slowly and gradually deteriorated. The ancient culture was in conformity with the better quality of working life and as a result, happiness, sense of responsibility, discipline and work culture were the common phenomena with the Indian society at large. With the advent of the Industrialisation in the West, the pattern of the society had to face a great challenge. The subcontinent was also subjected to the pressure coming from foreign rules. New ethos of industrialization brought about tremendous social changes dividing the people into two blocks so called haves and have-nots.

Mathew (1997)\(^{48}\) human resource development is needed by any organisation that needs to be dynamic and growth oriented or to succeed in a fast changing environment. Organisations can become dynamic and grow only through the efforts and competencies of their human resource. The present competitive world concentrates on the existing human resources and its effective utilization through training and development programmes.

Ford (1997)\(^{49}\) explains that the concept of training effectiveness has been expanded in recent years to incorporate notions about trainee and organisational characteristics. Training needs to be viewed as more central to the functioning of organisations alongside financial, strategic and operational concerns. The challenge for training researchers is to infuse the “old bottles” - current training effectiveness paradigms with “new wine” - expanded and enhanced thinking about the potential offered through sound training design.

Govindaraj (1997)\(^{50}\) studied HRD climate among the executives of BHEL, Trichy. The findings of the study were the general HRD climate appeared to be reasonably good at BHEL. The executive staff members need new modern development programmes to face the crisis and get more output through motivation of their actual workforce. They require outdoor visit development programme and refreshment training and development programmes.


programmes. The top management officials and HRD officials should fulfill the executives’ needs and wants to improve their work efficiency as well as workforce efficiency.

**Pramanik** (1998)<sup>51</sup> in his article titled “concept and use of Human Resource Development” states that HRD believes that human potential is limitless and it is the duty of the organisation to help individual in identifying his or her strength and making full use thereof. The above mentioned research study and articles focused on the implications and importance of human resource management in every organisation whether it is a private sector or public sector. Proper planning of manpower and effective utilization of human resource together with other physical resources pave the way for prosperity.

**Kumar** (1998)<sup>52</sup> conducted a study on HRD climate among executives and supervisors of BHEL, Trichy. The main objective of the study is to find out the factors contributing HRD climate and measures to conduct the existing HRD climate. He found that HRD climate is at low level in BHEL. He has suggested to BHEL for giving feedback in case of open door policy, review of performance appraisal, awareness of career planning so as to improve HRD climate.

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Moses (1999)\textsuperscript{53} conducted a study on HRD climate at Kothari sugars Ltd (Pvt) Lalgudi, Trichy. He found that HRD climate was at moderate level in the Kothari sugars. The HRD department organizes the training and development programmes monthly once or twice or whenever required. The workforce looks forward more developmental programmes regularly in routine basis. The staff level employees expect knowledge based on development programmes. The operational employees requires recent technological upgradation programmes. The researcher has suggested to the management to arrange regular training and development programmes to their human resources for better HRD climate in the organisation.

Manivarman (2000)\textsuperscript{54} conducted a study on HRD practices at Dharani Cements Pvt Ltd, Ariyalur, Trichy, by taking a sample of 50 out of 211 employees. A self developed questionnaire was issued which has the dimension of Training and development, HR planning, Performance appraisal counseling, potential appraisal and performance counseling. The study reveals that lukewarm feeling of the employees towards HRD practices.

Subash Kumar (2000)\textsuperscript{55} made a diagnostic study at Southern Railway workshop, Trichy the area for the study and instrument used HR climate survey questionnaire which was standardized by T.V.Rao. The finding of the study reveals that HRD climate is at average level and the

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researcher suggested transparency in performance appraisal and an orientation about career planning to employees would improve HRD climate.

Vatsala (2000)\textsuperscript{56} conducted an empirical study on HRD climate at BHEL, in Trichy. The researcher found that the HRD climate was perceived moderate level by the employees. The employees attend the training and development programmes regularly but they anticipate soft skill and technical skill programmes equally. The executives look forward more soft skill as well as thought provoking programs to reduce their work burden. She suggested that the management has to arrange more development and important technical training programs to the employees for making efficient and effective employees to accomplish their organisational goals.

Panwar (2001)\textsuperscript{57} in his study entitled, “Motivation and morale as a tool of HRD” highlighted the implications of Motivation theories on management practices. The key motivation is therefore, to design jobs which enable the employees to satisfy some of their ego needs. Sometimes this may be done through job enlargement although this is not the only method. Much of the effort is called for in the area of job enrichment which should enable the worker, to gain a sense of achievement, to feel a sense of responsibility, to experience job satisfaction and to know that his good performance will be recognized and suitably rewarded.


Thabitha (2002)\textsuperscript{58} conducted a study on HRD intervention towards propagating TQM culture in BHEL, with diagnostic design of research. The research found that HRD intervention augments TQM culture and the perception of employees appears to be moderate. The employees are aware of the Total Quality Management practice and its outcome. They cooperate and coordinate to achieve their departmental goals and objectives of TQM practice.

Pattanayak (2002)\textsuperscript{59} discussed training effectiveness is to impart new entrants the basic knowledge and skill they need for an intelligent performance of defined tasks. To assist employees to function more effectively in their present positions by exposing them to latest concepts, information, techniques and developing the skills they will need in their future roles. To broaden the minds of managers by providing them with opportunities for an interchange of experiences within and outside with a view to correct the narrow outlook that may arises from over specialization.

Bhattaacharyya (2002)\textsuperscript{60} training serves the following important purposes for an organisation. 1) to increase the performance level of an employee and to develop him/her in such a manner that he/she can rise to the position of higher responsibility, 2) to constantly develop manpower to meet the current as well as future needs of the organisation, 3) to ensure effective utilization of human resource, 4) to integrate individual goals with


\textsuperscript{60} Bhattaacharyya, 'HRM', New Delhi Excel books 227-235 and 245-248, 2002.
the organisation goals by creating a climate so that an individual employed can best achieves his goals by achieving the goals of the organisation, 5) to be more specific, this is the stage of identifying employees within the organisation.

**Margaret and Berger (2003)**\(^{61}\) in their article entitled “HRD and Globalisation” the authors consider seven areas as crucial for HRD in view of globalization. It is used to define a combination of various factors. HRD professionals believe and deliberate various dimensions. These dimensions are i) HRD and economic growth by significantly influencing the local and national economy through the development of workforce skills and intellectual capital ii) HRD and political development role of HRD in the development of democracies in creating clean and transparent government iii) HRD and organizational learning by working as a strategic partner with other functions such as information technology and OR iv) HRD and education and vocational training – demonstration the ability to creatively and cost-effectively support learning through mentoring communication network v) HRD and technology and knowledge- use of technology in the development of people vi) HRD and global leadership development reflects an opportunity to develop an understanding and openness to various levels in organization and vii) HRD and global environment- HRD needs to play a promotive role in ecological initiatives of the organization for sustainable environment.

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Venkiteswaran and Prasanna (2005)\(^{62}\) conducted an exploratory study based on the responses of 132 executives of large public sector heavy engineering organisation located in Karnataka, in 1997. This study attempts to analyze the major factors that are conducive to the development of HRD climate and concludes that early identification of human resource potential and development of skill are the two major tasks of HRD.

Satyaraju and Rao (2005)\(^{63}\) a study on HRD in public sector bank to prepare a comprehensive analysis of the various HRD activities of Andhra Bank. 300 respondents from Executives and non-executives category were selected from different branches of Bank in A.P. 120 executives out of 3505 and 180 non-executives out 3505 and 180 executives out of 5372 are selected by giving due weightage to the size and proper representation. The study recommends conducting executive development and training programs and personal touch with the customer's convenient office premises, cordial relations among the staff, disciplined employees and committed managements are the major components for successful practice of HRD.

Mahadevan (2006)\(^{64}\) in his study on “New Age HR- Challenges and opportunities HRD in changing business Environment” The author concluded that the development of human is a specialized operative

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function of personnel administration. In this changing trend, the employees’ expectations are always shifted in nature. Hence, the top management concentrates on the new innovative and initiative development methods to their workforce. Then only they retain the existing work force and compete with other competitor organisations. The top management should take effort to attract, attain, train and retain their high potential employees upgrading of selection, standards formulation of suitable rewards and career development schemes, objectives and development oriented appraisal system will be the basis of these efforts.

Chalam (2006)\textsuperscript{65} in his article “HRD practices in Indian Banking sector” concluded that this study is extraordinary climate responses are not seen with respect to any dimension of HRD in the bank. It means that the overall responses for HRD climate and attitudes were average level. The management must concentrate on the employees’ development to improve the HRD climate and to exercise full fledged HRD practices.

Venkateshwara Rao (2006)\textsuperscript{66} in his article “A Need for HRD” concluded that every organisation that wants to be dynamic and growth oriented and to succeed in a fast changing environment needs HRD. It is a continuous process and comprehensive system by itself. HRD system includes many subsystems. It has great significance and importance. Realising the importance, increasing emphasis is being given to the development of human resources. The purpose of HRD is to enhance an employee’s capability to successfully handle greater responsibility.


Satyaraju and Appa Rao (2007) in their study “HRD in changing business scenario” concluded that strategic approach is required in managing people in every organisation. As every employee in the organisation has potentialities for development, they must be systematically trained and developed. It is the responsibility of the management to develop the workers offering opportunities for advancement to do the job to the fullest realization of their natural capacities. As the present business scenario is highly competitive, the organisations have to follow rejuvenation practices to energise people and process to face the new challenges and managing well in the globalised environment.

Subramanian (2007) in his article on “HRD in Changing Business Environment” highlights that human resources have to be informed, trained, monitored, coached and rewarded properly to convert the challenges to opportunities. The human resources should be motivated continuously and look for opportunities and prepare themselves to convert the opportunities which will not be readily available. The success of any business organisation is to meet the challenges and overcome them by strategies and tactics to improve the result of the organisation. Future of the human resource depends on company’s performance and company’s performance depends on the willing co-operation of human resource. They are not independent but they are interdependent.

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Parimalarani (2007)\textsuperscript{69} in her article on “HRD in Banks” concludes that the banks have to reinvest themselves and realign their personnel policies. In this competitive environment they are expected to act as the incubators for spreading the knowledge and skill among their employees and thereby encouraging them to look beyond their confines. In a nut shell, the banks have to reposition their manpower policies, and perceive their human resource as a treasure to be preserved, rather than an unruly mob in need of governance.

Asha (2007)\textsuperscript{70} in her article on “Psychological Dimension of Training and Development” pinpoints that planning and designing a training module along the lines of content, theme and psychological aspects make a training program more enjoyable, learnable and bound to reap long term benefits. Training and development has various connotations to different people in different work situations. For instance, to a trainer, the final objective of a training program would be to deliver an idea and reach out to the participants. Whereas for a trainee, it would be to learn an idea, enhance his knowledge and he must try to acquire new skill. But organisations would require employees to assimilate learned skills in the present job and to make better end-products. From the psychological perspective, training skills (learning) are much required and through that each trainee acquires as a value addition which must be imbibed in order to enhance employee performance.

\textsuperscript{69} Parimalarani, “HRD in Banks”- HRD Times-. Vol.9, No.6 pp.30-31, June 2007
Mukherjee (2007)\textsuperscript{71} in his article “Training and Development in Human Resource-outlook for the future” reveals that the role of Training and Development in human resources has gained prime importance from the time of conception of any organisation, there is need for training and development of manpower, with more and more outsourcing of jobs, the role of training and development is becoming absolute with the tremendous growth in technology. It is time that organisations planned a more dynamic system of training and development by equipping employees to deal with change and transform accordingly.

Majee (2007)\textsuperscript{72} in his article on “HRD competencies checklist” examined that the management should give their serious thought and highest priority to their manpower resources and competence, which are of crucial importance and rank as the highest of all other available sources so complex and expensive, by systematic forecasting of their manpower requirements, competencies, attitudes, skills and take such other steps for improving quality and development of their competencies of manpower. It will, therefore, be appropriate for our management to be wide awake right from how and give more attention to manpower competence. In future, the management shall have to look at in all deep involvement of competence checklist in every facet of the enterprise. To achieve all this, it may be asses all concerned competencies and manpower planning must be absolutely essential.


**Trimurthi Rao** (2008)\(^73\) in his article on “Strategic HRD practices for organisational Excellence” limelights that human resource development is not only an organisation’s function but also a business strategy of the organisation. Organisations have to device appropriate HRD strategy in conjunction with its business strategy, which leverages individual goals and aspirations with that of the organisation resulting in maximization of business impact for corporate success and excellence. Senior leadership must understand people side of the business and treating people as a strategic resource of the organisation with limitless potential.

**Mahadevan** (2008)\(^74\) in his article entitled “Emerging Trends of HRD” opined that the HRD climate is good in the private sector organisation under his study. The managerial personnels showed favourable attitude towards HRD policies and practices. At the same time the junior employees and workers expect innovative HRD practices, and freedom to participate the HRD policy formation. He also suggested from his study that the management should ensure the development programmes to their workforce, motivate to learn and utilization of available human resources.

**Sellappan and Krishnakumar** (2008)\(^75\) in his article entitled “Human Resource Development in Banking Paradigm” concludes that innovative approaches like participatory banking were necessary to bridge gaps in human resource development to bring over all peace, security and

progress. HRD is quite different from management of physical asset. Human brain has its own peculiar chemistry. The workforce constituting all levels of employees is constantly thinking in many dimensions. They think of their long run goals and objectives. Managing this educates, skillful and trustworthy workforce is not an easy job.

**Suresh** (2008)\(^{76}\) in his article entitled “HRD a managerial skill” reveals that, human resource development is a part of human resource management aimed at developing the competencies of people and to bring out the behavioural change. Though training is an important tool for HRD, human resource development is more important than organisational development. The management follows its own principle in the process of managing people at work and such principles which are conceptually considered to be sound from the point of management’s value system. The core management practices which are determined by other peripheral factors are not considered to be part of the principle of management.

**Dharma Rao** (2008)\(^{77}\) in his article on “Performance Appraisal and its Negative Feedback” highlights that Performance appraisal is a strong tool and if it is wrongly rated, the results may spoil. It printed on the format a flow chart with full details goes to appraisee who writes down. Then the rates his immediate boss, puts his remarks on this and rates the appraisee by ticking outstanding, good, fair and unsatisfactory on the columns. The reviewer thoroughly reviews column by column and gives his own opinion.

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The rating should be objective to help the appraisee to improve his performance. Performance appraisal has been in vogue and generally satisfies all levels of executives and employees. The management takes pride in this system which results to retain the employee.

The various studies relevant to the HRD practices were reviewed and observed that there are many researchers contributed to HRD and HRM but none of the study have been conducted focusing with HRD practices in the field of paper industry. Hence, the researcher has found this as research gap and to fulfill the gap, he has selected this topic and hence carried out this study.