

CHAPTER – 5

EMPLOYEE DEVELOPMENT SYSTEM

5.0 Introduction

The development of an employee is one of the most important factors for the progress and growth of any organization is employee development. In this study the term employee development is referred to any activity which results in employees acquire new or advanced skills, knowledge by providing learning and training facilities. It is the employees who give competitive edge to the organization, so it becomes very imperative that employees are developed. From the time an employee joins the organization, at various levels of his career progression, development programs are needed. These development programs in organizations are in form of training and development programs. There are orientation programs for the new employees, skill enhancement programs for the experienced employees. Whether it is working on a new machine, new technology or new business environment, training and development of employee is critical at all the stages.

There are three terms: Training, development and education that are used for employee development. Training is considered as a process of learning a sequence or programmed behavior. In training there is application of knowledge and training makes people aware about the rules and regulations to guide their actions. It attempts to improve performance on the present job or prepare an individual for future role. Development is a related process. Development covers not only those activities which improve performance but also those which improve one's growth and personality. Development helps an individual to realize his potentials. In organizational context it

helps an individual employee to grow and develop in terms of designation and responsibility. Education is the understanding and involvement of knowledge in progress of an individual.

This study is limited to employee development system in the organization. This covers all the training and development activities and systems. In the beginning of the chapter an introduction to the employee development system as part of human resources system is provided. This is followed by theoretical aspects of the subject and how employee development is achieved through training. After the theoretical aspects, empirical evidence in form of data collected and analysis is presented. The data is analyzed by two methods, i.e. one by percentage of responses and other by factor analysis. The percentage measured at 5 point scale. The statements of responses are many hence factor analysis is used. The factor analysis is done to categories the responses under common factors and identifies the factors which are most important and make maximum impact on the effectiveness of training programs and eventually help in ultimate goal of employee development. The emphasis is given to the term training effectiveness with particular reference to the business organizations. The discussion on employee development system in form of effectiveness of training in selected organizations is also presented. This is followed by the perceptions of employees about prevailing employee development system in the sample organizations on the basis of responses received through questionnaire. The term employee development is used and encompasses the training and development activities. Effectiveness of training and development ultimately results in employee development.

The data collected represent the situation prevailing in organization at the time of survey and gives a snapshot view. It is possible that the scenario in different

organizations might have been drastically changed or may have improved or deteriorated.

5.1 Employee Development

One of the most important human resources systems is training and development of employees. It is the core of system based human resources management. The concepts of development not only covers the individual employee in the organization but also all the other factors which affect organizational performance. In order to consider the needs of the organization needs of the employees have to be kept in mind. In order to meet the future demands of the organization the employees have to be prepared at all stages of employee life cycle. Development initiatives are interwoven in all the human resources systems.

5.2 What is Employee Development?

Employee development is a joint, on-going effort on the part of an employee and the organization in which he or she works to upgrade the ones knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done. Initiative for employee development mainly comes from the employee and his desire to learn. The organization supports by training and development initiatives. In case there is a change in machinery, technology etc the training and development initiatives are undertaken on a company wide basis.

5.3 Why Employee Development?

Employee development is crucial for the growth and prosperity of any organization since the employees are the determining and differentiating factors

among organizations. The more capable and competent is the workforce; the better is performance of the organization. Once the employees are well trained they can easily face any situation. They can take care of customer services and retain the customer base. The employee development programs are also a very big moral booster. These motivate the employees take up additional responsibilities, change roles, delegate and do every thing to make employees perform well. Employee development programs make positive contributions to organizational performance as employees like to learn new skills and face new challenges. They get motivated and feel the organization understands their worth. This also gives them a feeling that they have potential which can be utilized for personal growth. A more highly-skilled workforce can accomplish more and a supervisor's group can accomplish more as employees gain in experience and knowledge.

Employee development can be defined as any activity which is aimed at development of individual employee and also covers areas for improvement in the performance of the organization. The organization is basically made up of group of individuals and the individuals are linked according to the organization structure. The organization learns through its employees and one development needs of the employees are taken care, organizations also develop. In the present discussion employee development considered as encouraging employees to acquire new or advanced skills, knowledge, and view points, by providing learning and training facilities, and opportunities where such new ideas can be applied.

The effectiveness of managing human resources mainly depends on the development aspect of human resources and employee development is considered as core activity around which other human resources system depend to a great extent. Development thus may be seen as the essence of the human resources systems.

Presently most of the organizations operate in a very competitive environment, where uncertainty, risk and complexity of external environment are realities of business. Globalization and international competition puts lot of pressures on the organizations to be globally competitive. It is with this background that organizations are realizing the importance of human resources. Competent and able human resources can make a difference between success and failure. The technological advancements, emphasis on quality and service are compelling the organizations to have competent and self directed employees who can take up decisions and responsibility as per the changing demands of the market. This puts lot of pressures on the organizations to use their human resources judiciously, train them and make them face challenges. All this is possible only when the organizations have effective training and development system in place and training are conducted in an effective manner.

The training and development methodology and types of training have undergone lot of changes in recent times. It will be useful if we look into some historical aspects of training and development and understand the evolution of training. This will help in understanding the subject better, let us look at the historical aspects of training and development.

5.4 Historical Perspective

It started after the industrial revolution in 1750, there was a need for training due to technology development and scientific development. Technological advancements created an ongoing need to training. It is clear from the archaeological excavations done during ancient time that training was important even in those days and formal systems of training were in existence. It was as early as 2000 B.C. that apprenticeship system was developed in ancient Babylonian kingdom. Apprentice system helped in craft, skill and knowledge from master craftsman to apprentices. The

apprentices worked under the practical guidance of the master craftsman and learned the particular trade. After the apprenticeship system another system of training developed. This system was known as guilds system. Under this system, the master craftsman or the person who owned the craft or business, supplied the raw material, tools and instructions, it was like job work to present days. In this system the training was given without payment of any stipend to the trainees. Opportunity to learn on the job given was more important than anything else. This system was totally as per law during 15th century and covered regulation of working hours, tools, wages and cost. During 19th century vocational training system was implemented in USA under legislation passed by the Government. Under this system in the year 1886, manual training schools were set up in Cincinnati, Cleveland, Toledo and Chicago, USA. During 1872 to 1901, new forms of factory school were established due to Industrial revolution. General Electrical, Baldwin locomotive works and Hoe and company etc established such factory schools.

In the year 1906, National Society for the promotion of Industrial Education was formed by training experts in New York. This association later came to be known as National Society for Vocational education. The idea was to create institutions which could provide gainful employment to the trainees. In the year National apprenticeship act was enacted in 1937 to take care of the interests of apprentices trainees. In the year 1962, Manpower training act was enacted. The purpose of this act was to look after the welfare of the apprentices' management. The training became essential with the development of industry. Training programs were conducted with the guidance of technical institutes and universities. During this time universities and technical institutes started providing training in engineering, science and management areas. American Society for Training and Development (ASTD) was formed in the

year 1945 and it started training activities, similarly American Management Association started imparting training in the field of management. It is necessary to look at the period of British rule when different cadres of services were established in both Central and the Provincial Governments; and the training system followed broadly the British pattern.

The present study is limited to the area of employee development with specific reference to executive development. With this background shall look at the status of management training.

5.5 Why Should Employee Skills and Abilities be Developed?

It is a general perception which supported the commonly held belief that employee development programs make positive contributions to organizational performance. A highly skilled workforce can accomplish more as the individuals gain in experience and knowledge.

In addition, retaining an employee saves the organization a great deal of money. One method of retention is to provide opportunities to develop new skills. It is found in the literature that development was one of the top three retention strategies adopted by the business organizations.

Training is the systematic process of providing an opportunity to learn and develop competencies, knowledge, skills and abilities which are required for the proper performance of the current jobs. In addition to train the employees for the present jobs, organizations invest lot of resources in developing employees for future jobs or future expansion plans. More and more organizations are investing in developing employees for leadership roles. Organizations also develop and train high potential employees for new and more challenging roles. Training and development is also required to keep pace with the technological developments in the area in which

the organization operates. The purpose of training is to improve the performance of employees in their current roles however development mainly is future focused and prepares the employees for taking up additional responsibilities at higher level or in more challenging role.

The importance of training and development cannot be overemphasized. In fact companies that treat training and development as a fundamental requirement for achieving their goals have been rewarded for this philosophy. One study of 500 publicly traded companies found that the ones that invested the most in training and development programs for their employees returned significantly higher returns to their shareholders than did the others.

Once we look at the future requirements, organization may have to think about the future competencies required for the new functions that will have to be performed in order to be competitive and what knowledge and skills will employees need to develop to perform those functions will enable one to decide the development opportunity available to the organization for the individual development that will also benefit the organization.

Development options which are available to the employee in their present jobs are known as position related development opportunities. The options are available for individual's career advancement with in the organization these are called career related activities. These activities are the ones which organization undertakes in order to take as part of performance development plan of the employee.

The growth rate of an organization depends on the personnel more than any thing else. The organizations ability to provide an opportunity to each and every employee for their development and utilize his abilities so that he finds working in the organization fulfilling and enjoying and provide job satisfaction is very important.

Employees ability to learn and develop are essential as the requirements are changing at a very fast pace. Technological advancement, new processes, new machinery, all requires ability to learn on the part of employees. At the same time in order to progress the organization needs to provide these learning opportunities for development of employees. It is essential that organizations put sufficient resources in development of employees in order to maintain a relevant and knowledgeable work force.

When employees are supported and encouraged for growth and development, they get motivated and committed towards the organization and their morale is improved. The other parts of the organization benefit when the employee succeeds in developing new skills, knowledge or experience. Organizations are paving way for simpler processes and procedures in place of control oriented organizations which are filled with bureaucratic hurdles, time consuming committees, and cumbersome approval processes are being scrapped in favor of the re-designed and re-reengineered processes. This is being done to increase flexibility and efficiency thereby empowering employees. It is innovation and constant improvements that are more important with the consistency. Such a dramatic change requires accepting new values, behaving differently, learning new skills and competencies, and often taking more risks. Such a transformation is possible only through an effective training and development program.

5.6 Characteristics of an Effective Training System

Training is a systematic process of transfer of knowledge, skills, behavior and/or motivation of employees in order to improve their performance on the job as per the goals and objectives of the organization. Training also facilitate introduction

of newer technology, new work methods, innovations and all round enhancement of productivity and quality of products and services. An effective training system has two key characteristics: first, it is based on systematic approach to training needs assessment system, and second, it utilizes the training needs information in a cost effective manner to improve the performance of the job.

Design and delivery of training is very important for transfer of skills and knowledge. This is one of the key factors of effective training system. One has to focus on the following areas in order to decide on the nature of training:

- The employees need for training
- The employee's career plan
- The needs and strategic goals of the organization
- The affirmative action objectives of the organization
- The resources of the department
- The advantage of one type of training on the other
- The training needs of other department employees

The present study is looking into *employee development* as part of human resources system. In this study the respondents are supervisors and above hence the discussion is limited to *Executive Development/Management Development*.

Human resources systems are designed to develop various types of managerial capabilities and competencies in employees. All the human resources initiatives in this direction are either developing present employees or new employees. So on the basis of role the employee's competencies are mapped and accordingly the employee is provided with the training. There are many areas such as Technical, Managerial, Process competence etc. Development is also a long term process which requires educational inputs in addition to utilizing systematic and organized learning by which

managerial personnel learn conceptual and theoretical knowledge required for general purpose.

Development has a broader meaning and it aims to grow or improve the overall personality of an individual. It is continuous process and is depends on the initiative from individual employee. Development is to meet an individual's future needs. Efforts towards development often depend on personal drive and ambition. It helps individuals in the progress towards maturity and actualization of their potential capacities. It is long term in nature.

Any program for training and development should aim at providing an insight into the future requirement and allow the participants to gain skills, learn theoretical concepts. They also should be given ethical orientation and inputs on their attitude and behavior so that the employees develop as a whole and learn, grow and improve their abilities to perform different roles assigned to them in the organization. It is important that the employees acquire necessary values and attitude to perform the given role.

5.7 Executive / Management Development

Management development is directed towards improving one's abilities to perform management tasks in a professional manner. This includes learning through experience, formal training and other approaches including self development. Managers are the employees who have authority over other employees and are responsible for the activities and operations of the entire firm. One of the main functions of the managers is to direct and channelize the efforts of all the employees for achievement of organizational objectives. The managers has to take care of his staff members at the same time also deal with other factors out side his function. This

inter functional role is very critical and calls for good co-ordination and direction abilities on part of the managers.

The manager's actions affect the organization as a whole. The abilities of managers decides the quality of management as a function and in turn affect the performance of the organization. The manager is the most important component of dynamics of business. The caliber and performance of managers will largely determine the success of a business. If the business wants to improve the quality of its managers, it must expend money and effort and introduce imaginative and systematic development schemes for them- in which managers themselves play a crucial role. All enterprises need to devote great attention to the continuous supply of future managers both functional and general.

The manager's responsibilities include behavioral or leadership attributes. These can be done by management development programs. Success of any firm lies in the fact that how determined are the managers and how much sincerity and integrity they have.

5.8 Need for Executive/ Management Development

Recent technological development and rapid industrialization has created a growing need for development of executives/managers. The role of executives/managers has undergone a drastic change and they need to now create stakeholders values, have Knowledge Management, and create learning organizations. Developing people has become the most important differentiator between the organizations. An organization which focuses on developing its employees at all level has a consistent competitive advantage over the organization which does not focus on this aspect. More and more organizations are realizing this fact and are investing in people.

On other side the organizations are no more regions specific. The organization structures are becoming flat and one of the most important qualities it should have is agility. There is extensive use of IT and communication technology. Today's organizations are more flexible/virtual organizations and the organization response to competition has become very important. The teams are now virtual teams and the workforce is transient.

In such a scenario newer competencies such as Global Networking, Technology Savvy, Entrepreneurial skills are required. This calls for totally retraining the managers/executives as business managers. In order to understand the present needs of competencies required and changing role of human resources system, let us look at some of the development dimensions which give an idea of the future course of action for employee development. Following is the development dimension of the personnel function:

In a study conducted in fifteen countries of the organization for economic co-operation and development (OECD) it is found that training and development programs benefits the organizations in the following manner:

- Productivity enhancement
- Flexibility of workforce
- Saving on material and capital cost
- More motivated workforce
- Improved product quality or service

Amit (1986) stated in that in strategy learning by doing, can actually results in competitive advantage as long as what is learned remains proprietary. If firms can stay ahead of their rivals and conduct training and development as per need of the organization, they will earn a cost and quality advantage.

Arthur, (1994), Huselid, (1995) Koch and McGrath, (1996) some prior studies have found training and learning can provide competitive advantage to the firm assumes it is sustainable based on the intangible, socially complex nature of human capital.

Natalie S. Glance, Tag Hogg and Bernardo A. Huberman (1997) studied the dynamics of training and turnover in firms facing both organizational and employee level dilemmas. First they establish a simple model that captures those conflicts and incorporates imperfect information and both worker and organizational expectations. They note that an organization's decision whether or not to train its workers affects the overall economy, even if the firm does not factor the economy into its decisions. If all firms within an industry fail to train their workers, the whole economy suffers. Hence training workers is a type of public good, a category that encompasses a broad range of social dilemmas. Employees face a similar dilemma in their choice of how much to contribute to the overall productivity of the organization. If employee receives a share of the profits regardless of their contribution, some may decide to free ride on the efforts of their fellow workers. If all employees decide to do so, the company will fail.

The two dilemmas on the employee and organizational level are closely interrelated. On one side, the benefits of training accrue only to the extent that employee contribute to the organization. Thus a firm should take into account how it expects a training program to affect employee effort as well as employee turnover. On the other side, trained workers produce at higher rates, which in turn may affect how much they contribute and how often they migrate to other firms in comparison with untrained workers.

Hatch and Dyer (2004) conducted a study Human capital and learning as a source of competitive advantage and tried to identify the source of wide and persistent variation in learning performance in semiconductor manufacturing study. In the resource based view of the firm, human capital is frequently assumed to contribute to competitive advantage due to its inimitability based on its intangible, firm specific and socially complex nature. Consistent with this view, we find that investments in firm specific human capital have a significant impact on learning and firm performance. More specifically, human capital selection (education requirements and screening) development through training and deployment significantly improve learning by doing, which in turn improves performance. However, we find that acquiring human capital with prior industry experience from external sources significantly reduces learning performance. We also find that firms with high turnover significantly underperform their rivals, revealing the time compression diseconomies that protect firm specific human capital from imitation. These results provide new empirical evidence of inimitability of human capital.

Hatch and Dyer (2004) as training builds firm specific human capital it speeds the rate at which human resources learn their duties, thereby improving their productivity. With greater tacit knowledge in their role in complex processes, human resources can make meaningful contributions to the improvements of these complex processes and accelerate the firm's descent down the learning curve. Although firm specific human capital may be inimitable, firms may be able to substitute training programs of their own to develop rival firm specific human capital. For competitive advantage to persist, some isolating mechanism must preserve the value of training program itself.

Having looked at the concept of employee development and training in the West, let us look at the Indian psycho-philosophy and training which is mainly imparted through word of mouth. One of the earliest form of training is found in Indian Gurukul system. In this system students were allowed to think independently and develop their personality through a holistic approach. In Vedic ages the students had to visit their guru's house for learning. The gurus imparted knowledge only after the students spend some time independently and understand the interdependence created by nature. It is only after the student completed this period of self learning, the guru started imparting knowledge. The learning was imparted through word of mouth. A lot can be written about the learning systems and how these early learning systems emphasized self learning and independence.

Having looked at various studies conducted on this subject we have a clear understanding that training and development has many advantages and is essential for survival of an organization. Let us now look at status of employee development in the sample organizations.

5.9 Status of Employee Development System in Selected Industries

The employee development is considered to be one of the most important of the human resources systems. In the sample organization employee development is conducted as follows:

5.9.1 Reliance Industries Limited, Reliance has an online ERP system. This system has an ESS (Employee Self Service Module). Employee has to login to his account and complete the courses provided the system is based on SAP. Training and development needs are identified as part of performance management process. Reliance follows a training need assessment system and

requires minimum 64 hrs of self learning through self learning module of ERP. Completion of training is linked with the performance management and rewards system. Most of the training are conducted in house and they have trainers empanelled for this purpose. The training programs conducted by the organization help the individual employee in making better decisions and be effective in their functional area. The training helps in problem solving. It is only through training and development activities that other motivational variables of recognition, achievement, growth, responsibility and advancement are internalized by all in the organization. Training aids in encouraging and achieving self-development and self confidence, increases job satisfaction and eliminate fear in attempting new tasks.

5.9.2 *Blue Star*: Blue star follows a very elaborate employee development system covering all the employees. The organization has implemented KAIZEN, and it uses this Japanese concept to realize the potential of its employees. Three categories viz. A, B and C have been created and employees are trained to reach to highest level. Blue star has implanted a skill certification scheme in which employees are provided the skill certificate after training. In order to attract and retain right people, they conduct customized functional & behavioral training programmes. To implement their training and development programs they have tie-up with reputed training Institutes such as IIT Powai, IIM Ahmedabad, AIMA, CII, L&T Pune. These programs are delivered by freelancers for customized contents and maximum participation. In order to get insight in the best practices followed by other organizations they conduct benchmark visits to other industries. Blue star has created a pool of In-house trainers' for staff as well as other employees. Specialized training programs are

also conducted employee's spouse and children. They have a training need identification program as an outcome of performance management system and create training calendar based on that.

5.9.3 *Bilag Industries Limited*, Identifies training needs as part of performance management system. Employees in executive/managers are provided management development training. Bilag also conducts various refresher courses for its senior employees. Management development programs are conducted in order to create the learning environment in the company, strengthen boss subordinate relationship. career planning and development, Strengthen the Succession Planning Management development programs conducted by Bilag include, Task Knowledge – Manufacturing & Engineering, Quality System & Documentation, Operational Safety, SAP, 5S, BBS, New System Operation & Process ,Functional / Cross Functional Knowledge – Project Mgmt, All Functions Mgmt QHSE / QA / Prod - Engineering / HR Management, Cost & Energy Management, Production Operations Mgmt, GMI, BIMS, Self + People Development, Managerial Effectiveness: Leadership & Coaching, 7 Habits, BEI, Interpersonal skill & Conflict Management, Innovation & Fostering Creativity, Assertive communication. In addition to this employees are trained in company specific programs such as Bayer Business Skills – Bayer Performance Management Program, Training Skills, BIMS, Corporate Compliance / Bayer Values & Leadership Principles, Leadership Program etc.

5.9.4 *Micro Inks Limited* conducts a variety of development programs. The training needs are identified through a training need assessment system. In order to

cover all the employees, Micro inks has designed programs at every stage of employee. There are programs for the new employees, high potential employees and management development programs for executives/managers. The company has implemented initiatives to bring out excellence in all the areas of business. In order to equip all the employees in this direction training and development programs are conducted for all the employees. Some of the programs conducted by Micro inks include:

Job Knowledge and role clarity for all the employees,, training on Quality Systems such as ISO 9000, 14001 and OHSAS 18001 and documentation for these system, Operational Safety, SAP, 5S, Kaizen, Communication, Self development, Functional / Cross Functional Knowledge, People Development ,Managerial Effectiveness: Leadership and Coaching, Interpersonal skills and Conflict Management, Innovation ,Creativity , Assertive communication etc. In addition to this employees are trained in company specific programs such as technical programs, ***Samarpan***, an initiative for manufacturing excellence take care of training and development in all the areas of manufacturing.

5.9.5 *Aarti Industries Limited* mainly provides training in safety aspects. The company has set up a training center where other development programs are held. The Executive development Center is a centralized facility which caters to the requirement of all the units of Aarti. The center conducts mainly executive development programs by various methods such as lecture, case study, conferences, workshops and seminars on subjects like communication, personality development, Interpersonal relationships, positive work culture etc.

5.9.6 Raymond Limited, Raymond has a unique system of managing their training and development needs. They have programs at different stages of employee life cycle. These include: Neev, Udan and Shikhar.

Neev has programs like, Discover Raymond. This is done with Sampark which is 'getting introduced'. This program ensures that the new joiners know and discover Raymond in their own way. The program is conducted and monitored by the senior employees who ensure that the new employees are comfortable. Another important program is called: T-REX (The Raymond E-learning Xperience). After conducting this program the employees are put through Impressions – “*The Style Icon Contest*”. *These programs provide the benefits like* Enhance the feeling of belongingness, Inculcate the culture of openness, Easily referable data, Walk-the-Talk and actually make the new employees a Brand Ambassadors. After 'Neev'. Employees are exposed to Learning Mantra University - *Raymond Virtual University, this has* E-modules and Online Books (excerpts). Employees are required to complete their self learning modules as part of their performance management systems. 'Udan' has following benefits “Gain without Pain, Lateral learning, Cost – effective, Instant validation, Customized speed of knowledge intake, Utilization of others' know-how. The next level of the programs are called Shikhar, these are the webinars which are conducted as part of their performance management system and helps the employees in goal setting. The benefit of this program is that it is very cost – effective, caters to larger group at a time, wide spread idea sharing forum, fast, easy & convenient. All these programs are conducted online and help the employee in their overall development.

5.9.7 Hindustan UniLever Limited: The training function in Hindustan Unilever Limited is centralized. All the employee development activities are controlled by central training department. The employees are provided training on TPM (Total Productive Maintenance) and skill enhancement training. Learning is an integral part of life at Unilever & there are many ways in which one can develop skills, both professional & personal. Following are the types of training provided to the employees at various levels in the organization:

On the job training

In this type of training, trainees learn much of what they need to know by working with knowledgeable colleagues and receiving regular coaching and feedback. All employees irrespective of their location and capacity use these programmes to develop skills relevant to their jobs and gets an overview of how the company works.

Professional skills

Specific programs ensure that employees build expertise in their chosen career. The courses often use e-learning that enables them learn at their own pace and take control of their self development. In some areas one can study for professional qualifications and, as one progresses, they'll develop their leadership capabilities.

Continual update

Each function has its own Academy – a team that continually updates its professional learning curriculum. E-learning modules are then made

available on a dedicated intranet portal. Here one can also find the very latest news, articles and thinking. Essentially, everything you need to keep in touch with the business.

Personal development

Passion, energy and creative thinking are traits that are already present in individual employees. It is also very important to have an ability to understand oneself as an individual and what the individual want to achieve from the career. A whole range of personal development opportunities are available to all the employees, which can be tailored to meet their specific goals.¹

Business Leadership Trainees

This is a very unique program run by HUL and lasts for 15 months of pure, unadulterated, intensive training.

HUL Business Leadership Trainee Program (BLTP) is another very important program for building business leadership. The rigorous training helps the employees develop an almost natural ability to take calculated risks, cope with the pressures of corporate life and hone your leadership skills.

5.9.8 Enercon Limited: Enercon has many employee development which are designed to make all the employees competent enough so that they can help in the growth of the organization. Individual employees are given training in specific areas such as customer orientation and quality control.

¹ <http://www.hul.co.in/careers-redesign/whyjoinus/experiencedprofessionals/traininganddevelopment/>

The organization has a full fledged program to take care of competency mapping of all the employees and helping employee develop future competencies through training and development programs. The development of knowledge, skill and attitude is also done with the help of specific development programs. All these development programs help in individual growth ultimately leading to the organizational growth.

The company trains and develops its employees to work in extreme climatic conditions, develop international standard infrastructural facilities and statutory obligations. It is due to effectiveness of its training and development of employees, Enercon is the only company in the world to have the distinction of installing the wind energy converters in the extremely severe conditions of Antarctica. Unique learning accrued from such installations gets institutionalised and helps the employees to serve its customers better in other parts of the globe as well.

The service is the prime factor and hence the employees are extensively trained to service the customers. This helps in servicing the markets to provide lifetime service care of all Enercon wind energy converters. There are other training programs for quality systems such as ISO 9002. Core Competency of the operating personnel and their skills development on a continual basis is a key factor to derive optimum performance from the wind power plants.

As stated above, trained manpower is a crucial asset of an organization. In the growing global economy, training and development of human competence sharpens the competitive edge of an enterprise. Professional excellence and management commitment are the cornerstones of

an organization that sustains its growth, quality of service that ultimately assures customer's delight with this purpose, Enercon has created a world class service academy to train the employees.

5.9.9 Blossom Breweries Limited: The Company provides in house training for its employees with respect to GMP. They provide training related to ISO 9001:2000 and ISO 14000 certification.

5.9.10 Paper Products Limited The Training activities are under taken to develop / update Knowledge, skill and attitude to empower employees to discharge their duties effectively. These training programs are developed /decided on the basis of training needs and effect of training is evaluated to take further corrective & development measures. Guidelines for identifying training needs, preparing training plan, implementing the same and for evaluation of such training programs are provided in the training procedure documented under ISO. Standard systems, Silvassa Plant is responsible for ensuring implementation of this procedure. Concerned departments are responsible for identifying training needs and assessment of post-training effectiveness and after the training.

When a new employee joins PPL-Silvassa an orientation program is made and the employee is made familiar with various facet of the job. An employee joining as trainee is attached with a mentor who gives him on the job training. Performance of the trainee is monitored quarterly. Training needs of all the employees are identified during the month of January for both technical & behavioral need by the immediate boss Training needs are collated and monthly training calendar is made for in-house as well out side training

program. Monthly training calendar is circulated to all concerned. Change in training calendar is made based on work exigencies.

Any requirement of training due to new / change in technology or other requirement is also fulfilled by way of sending employees to external training programs or arranging special training program even when this is not the part of training calendar for the month. Training calendar system is reviewed every six month to ensure its effectiveness

Training record is kept by way of signed attendance sheet and individual training card for each employee Effectiveness of training program is assessed at two stages. First it is assessed at reaction level. Participants give their feed back immediately after the training program Second assessment is made within 3 months of impartation of a training program through an impact assessment form Assessment reports are processed to adjust the training calendar/enrich the subject and decide other corrective / developmental measures and record the same in assessment reports.

Having understood all the aspects of employee development from concept to evolution and application, let us now look at the data collected from the respondents. The questionnaire contained many statements on which the respondents had to provide their response so that one can understand the perception of employees in sample organizations. This clearly stated how the respondents view employee development system in their organizations. In order to understand this we conducted a survey and asked the respondents to give ratings on a scale of 1 to 5. On this scale 1 mean not true at all, 2 means rarely true, 3 means sometimes true, 4 means mostly true and 5 means almost always true. This scale one means In order to understand the data collected from the respondents the responses are analyzed according to each statement given as under. The ranking given by the respondents gives his perception

of particular statement and what is the status of employee development system in sample organizations. The most appropriate method for finding about the employment development system was to ask the respondents about the effectiveness of training in respective organizations.

5.10 Empirical Evidence: Employee Development

5.10.1 Training Effectiveness

Table 5.1: Induction training is given adequate importance in this organization

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	4	2.4	40	23.95	123	73.65	167
Blue Star	0	0	0	0	5	7.25	5	7.25	59	85.51	69
Bilag Ind.	0	0	0	0	22	44	25	50	3	6	50
Micro Inks	0	0	3	2.16	40	28.78	55	39.57	41	29.5	139
Aarti Ind.	0	0	0	0	16	16.49	76	78.35	5	5.15	97
Raymond	0	0	0	0	7	5.65	24	19.35	93	75	124
Hindustan Lever	0	0	0	0	7	9.33	37	49.33	31	41.33	75
Enercon	0	0	0	0	8	8.25	58	59.79	31	31.96	97
Blossom Ind.	0	0	0	0	3	8.57	18	51.43	14	40	35
Paper Products	0	0	0	0	12	14.29	46	54.76	26	30.95	84
Total	0	0	3	0.32	124	13.23	384	40.98	426	45.46	937

Induction training is one of the most important trainings. On the question of induction training being given adequate importance, 73.65 percent respondents from Reliance Industries stated it was almost always true for their organizations. Blue Star had 85.51 percent respondents who stated it was almost always true for their organization. Looking at the combined response of 4 and 5, Majority of the organizations were more than 85 percent, which included Raymond at 94.35 percent, Hindustan Lever at 90.66 percent, Enercon at 91.75 percent, Blossom at 91.43 and

Paper Products at 85.71 percent. 2.16 percent of respondents from Micro Inks were on the negative end which constituted only 0.32 percent of the whole.

Table 5.2: Induction training is well planned

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	4	2.4	89	53.29	74	44.31	167
Blue Star	0	0	0	0	7	10.14	10	14.49	52	75.36	69
Bilag Ind.	0	0	0	0	46	92	4	8	0	0	50
Micro Inks	0	0	1	0.72	39	28.06	67	48.2	32	23.02	139
Aarti Ind.	0	0	0	0	45	46.39	49	50.52	3	3.09	97
Raymond	1	0.81	2	1.61	2	1.61	19	15.32	100	80.65	124
Hindustan Lever	0	0	0	0	6	8	44	58.67	25	33.33	75
Enercon	0	0	0	0	20	20.62	38	39.18	39	40.21	97
Blossom Ind.	0	0	0	0	9	25.71	18	51.43	8	22.86	35
Paper Products	0	0	16	19.05	34	40.48	16	19.05	18	21.43	84
Total	1	0.11	19	2.03	212	22.63	354	37.78	351	37.46	937

On the question of Induction Training being well planned, Raymond had 80.65 percent respondents stating it was almost always true for their organization. Looking at the combined response of 4 and 5, 97.6 percent respondents of Reliance Industries were on the positive end, followed by Hindustan Lever at 92 percent. Respondents from other organizations on the positive end summed up to 89.85 percent in Blue Star, 71.22 percent in Micro Inks, 53.61 percent in Aarti Industries, 79.39 in Enercon and 74.29 percent in Blossom Industries. Respondents from Paper Products were evenly distributed on the positive end and the option of sometimes true. One can observe from the data that only 8 percent of respondents from Bilag Industries were on the positive end of the view that Induction training is not well planned in their organization, the latter being not very sure of the fact. In Paper

Products, 19.02 percent of the respondents felt that it was not true for their organization and were found on the negative end.

Table 5.3: Induction training is of sufficient duration

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	4	2.4	83	49.7	80	47.9	167
Blue Star	0	0	0	0	5	7.25	12	17.39	52	75.36	69
Bilag Ind.	0	0	0	0	43	86	6	12	1	2	50
Micro Inks	0	0	13	9.35	43	30.94	46	33.09	37	26.62	139
Aarti Ind.	0	0	0	0	26	26.8	71	73.2	0	0	97
Raymond	3	2.42	2	1.61	4	3.23	21	16.94	94	75.81	124
Hindustan Lever	0	0	0	0	6	8	38	50.67	31	41.33	75
Enercon	0	0	0	0	4	4.12	61	62.89	32	32.99	97
Blossom Ind.	0	0	0	0	6	17.14	15	42.86	14	40	35
Paper Products	0	0	7	8.33	13	15.48	29	34.52	35	41.67	84
Total	3	0.32	22	2.35	154	16.44	382	40.77	376	40.13	937

The duration of any training is related to its effectiveness and outcome. There were 75.36 percent from Blue Star and 75.81 percent from Raymond who stated that it was almost always true, and felt that in their organization Induction Training is of sufficient duration. The combined response of 4 and 5 shows that majority of the organizations are above 90 percent, which include Reliance, Blue Star, Raymond, Hindustan Lever and Enercon at 97.6, 92.75, 92.75, 92 and 95.88 percent respectively. One can observe from the data that 86 percent respondents from Bilag Industries are not very sure of the fact. Whereas, 82.86 percent from Blossom Industries are of the opinion that it is true for their organization. Other organizations like Micro Inks, Aarti Industries and Paper Products had respondents on the positive end summing up to 59.71, 73.2 and 76.19 percent respectively.

Table 5.4: Induction training provides opportunity for newcomers to learn about this organization

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	5	2.99	32	19.16	130	77.84	167
Blue Star	0	0	0	0	5	7.25	24	34.78	40	57.97	69
Bilag Ind.	0	0	0	0	24	48	25	50	1	2	50
Micro Inks	0	0	2	1.44	37	26.62	58	41.73	42	30.22	139
Aarti Ind.	0	0	7	7.22	66	68.04	24	24.74	0	0	97
Raymond	1	0.81	0	0	7	5.65	29	23.39	87	70.16	124
Hindustan Lever	0	0	0	0	6	8	51	68	18	24	75
Enercon	0	0	0	0	8	8.25	43	44.33	46	47.42	97
Blossom Ind.	0	0	0	0	12	34.29	12	34.29	11	31.43	35
Paper Products	0	0	0	0	19	22.62	25	29.76	40	47.62	84
Total	1	0.11	9	0.96	189	20.17	323	34.47	415	44.29	937

On the question of Induction training providing an excellent opportunity for new comers to learn comprehensively about the organization, 2 organizations had more than 70 percent respondents on the option of almost always true. These organizations were Reliance Industries and Raymond. One can observe that 68.04 percent respondents from Aarti Industries were not very sure of the fact. Only 1 respondent from Raymond felt that it was not always true for their organization. The combined response of 4 and 5, shows that organizations like Blue Star, Hindustan Lever and Enercon had 92.75, 92 and 91.75 percent respondents who were on the positive end stating that it was almost true for their organization. Not afar were Micro Inks at 71.95 percent, Paper Products at 77.38 percent and Blossom Industries at 65.72 percent respondents on the positive end. Only Bilag Industries and Aarti had less than 60 percent respondents on the positive end. There were 48 percent respondents from Bilag who did not have a clear view on the given statement.

Table 5.5: Our induction training is periodically evaluated and improved

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	145	86.83	22	13.17	167
Blue Star	0	0	0	0	3	4.35	28	40.58	38	55.07	69
Bilag Ind.	0	0	0	0	28	56	22	44	0	0	50
Micro Inks	4	2.88	19	13.67	44	31.65	50	35.97	22	15.83	139
Aarti Ind.	0	0	18	18.56	61	62.89	18	18.56	0	0	97
Raymond	1	0.81	4	3.23	8	6.45	48	38.71	63	50.81	124
Hindustan Lever	0	0	8	10.67	21	28	17	22.67	29	38.67	75
Enercon	0	0	0	0	25	25.77	64	65.98	8	8.25	97
Blossom Ind.	0	0	0	0	9	25.71	9	25.71	17	48.57	35
Paper Products	0	0	9	10.71	43	51.19	25	29.76	7	8.33	84
Total	5	0.53	58	6.19	242	25.83	426	45.46	206	21.99	937

Periodic Evaluation and improvement of Induction training is a good practice for any organization. When asked, whether the same is done in the organization or not, none of the 10 organizations had more than 60 percent respondents stating it is almost always true, making it questionable on the training evaluations of all the organizations. If one looks at the combined response of 4 and 5, then it can be observed that Reliance Industries has 100 percent respondents on the positive end, followed by Blue Star at 95.65 percent. Raymond had 89.52 percent, Blossom had 74.28 percent and Enercon had 74.23 percent respondents stating that induction training evaluation is done at their organizations but is of a little lower degree as compared to the former. Hindustan Lever had more than 60 percent respondents on the positive end. In Micro Inks, 51.8 percent of respondents were on the positive end as compared to only 18.56 percent of respondents from Aarti Industries on the positive end. One can also observe that majority of respondents from Aarti Industries were not sure of the fact. On the negative end, there were 16.55, 18.56, 10.67 and

10.71 percent respondents from Micro Inks, Aarti Industries, Hindustan Lever and Paper Products respectively.

Table 5.6: The employees are helped to acquire technical knowledge and skills through training

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	106	63.47	61	36.53	167
Blue Star	0	0	0	0	3	4.35	31	44.93	35	50.72	69
Bilag Ind.	0	0	20	40	12	24	14	28	4	8	50
Micro Inks	2	1.44	6	4.32	41	29.5	64	46.04	26	18.71	139
Aarti Ind.	0	0	0	0	61	62.89	36	37.11	0	0	97
Raymond	1	0.81	3	2.42	10	8.06	46	37.1	64	51.61	124
Hindustan Lever	0	0	4	5.33	19	25.33	32	42.67	20	26.67	75
Enercon	0	0	0	0	9	9.28	39	40.21	49	50.52	97
Blossom Ind.	0	0	0	0	6	17.14	12	34.29	17	48.57	35
Paper Products	0	0	0	0	21	25	22	26.19	41	48.81	84
Total	3	0.32	33	3.52	182	19.42	402	42.9	317	33.83	937

On the above question one can observe that the combined responses shows 100 percent of respondents from Reliance Industries are on the positive end. In Blue Star, 95.65 percent respondents were of the opinion that the employees are helped to acquire technical knowledge and skills through training. In Enercon, Raymond, Blossom, Paper Products, Hindustan Lever and Micro Inks the positive responses were received from 90.73, 88.71, 82.86, 75, 69.34, and 64.75 percent respondents respectively. One can observe that majority of the respondents of Bilag Industries were inclined towards the negative end constituting 40 percent. In Aarti Industries 62.89 percent of respondents were of the opinion that it was sometimes true for their organization.

Table 5.7: There is adequate emphasis on developing managerial capabilities of the management staff through training

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	148	88.62	19	11.38	167
Blue Star	0	0	0	0	7	10.14	27	39.13	35	50.72	69
Bilag Ind.	0	0	0	0	5	10	12	24	33	66	50
Micro Inks	0	0	9	6.47	53	38.13	54	38.85	23	16.55	139
Aarti Ind.	0	0	0	0	43	44.33	51	52.58	3	3.09	97
Raymond	1	0.81	3	2.42	12	9.68	42	33.87	66	53.23	124
Hindustan Lever	0	0	0	0	18	24	23	30.67	34	45.33	75
Enercon	0	0	0	0	12	12.37	63	64.95	22	22.68	97
Blossom Ind.	0	0	0	0	6	17.14	18	51.43	11	31.43	35
Paper Products	0	0	0	0	69	82.14	7	8.33	8	9.52	84
Total	1	0.11	12	1.28	225	24.01	445	47.49	254	27.11	937

Adequate emphasis on developing managerial capabilities of the management staff through training was the statement where only 3 organizations viz. Blue Star, Bilag Industries and Raymond had more than 50 percent respondents on the positive extreme stating it was almost always true for their organization. Looking at the combined response of 4 and 5, one can observe that there were 100 percent respondents from Reliance Industries that were on the positive end. Micro Inks and Aarti Industries had almost equal percentage respondents on the positive end constituting 55.4 and 55.67 percent respectively. Same was the case with Raymond and Enercon at 87.1 and 87.63 percent respectively. In Blossom Industries, 82.86 percent of respondents and 76 percent of respondents from Hindustan Lever are of the opinion that it is true for their organization. For Paper Products only 17.85 percent are on the positive end where as the rest 82.14 percent are not sure of the fact with respect to the given statement.

Table 5.8: Human relations competencies are adequately developed in this organization through training in human skills

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	145	86.83	22	13.17	167
Blue Star	0	0	0	0	3	4.35	23	33.33	43	62.32	69
Bilag Ind.	0	0	0	0	4	8	35	70	11	22	50
Micro Inks	0	0	13	9.35	48	34.53	55	39.57	23	16.55	139
Aarti Ind.	0	0	0	0	48	49.48	49	50.52	0	0	97
Raymond	2	1.61	2	1.61	8	6.45	45	36.29	67	54.03	124
Hindustan Lever	0	0	0	0	15	20	34	45.33	26	34.67	75
Enercon	0	0	4	4.12	16	16.49	40	41.24	37	38.14	97
Blossom Ind.	0	0	0	0	3	8.57	18	51.43	14	40	35
Paper Products	0	0	9	10.71	27	32.14	21	25	27	32.14	84
Total	2	0.21	28	2.99	172	18.36	465	49.63	270	28.82	937

Human Relation competencies are very important for an organization, and so is the development of the same through training in human skills. When asked regarding training on human skills, 62.32 percent respondents from Blue Star stated that it is almost always true for their organization whereas the combined response of 4 and 5 shows that 100 percent respondent from Reliance Industries are inclined towards the positive end as compared to 95.65 percent of Blue Star. Bilag had 92 percent, Blossom had 91.43 percent and Raymond had 90.32 percent respondents portraying themselves as organizations where the same is mostly true. Around 50 percent of respondents from Aarti were not sure whether it is true or false for their organization. If one looks at the overall rating, 78.45 percent respondents stated that it is positive in their organization as compared to 3.2 percent stating it was negative. In totality, there were 18.36 percent respondents who were not sure of the fact.

Table 5.9: Training of workers is given due importance in this organization

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	43	25.75	124	74.25	167
Blue Star	0	0	0	0	5	7.25	20	28.99	44	63.77	69
Bilag Ind.	0	0	0	0	3	6	4	8	43	86	50
Micro Inks	0	0	5	3.6	28	20.14	56	40.29	50	35.97	139
Aarti Ind.	0	0	0	0	4	4.12	84	86.6	9	9.28	97
Raymond	0	0	0	0	8	6.45	42	33.87	74	59.68	124
Hindustan Lever	0	0	0	0	7	9.33	29	38.67	39	52	75
Enercon	0	0	0	0	4	4.12	60	61.86	33	34.02	97
Blossom Ind.	0	0	0	0	3	8.57	11	31.43	21	60	35
Paper Products	0	0	7	8.33	20	23.81	32	38.1	25	29.76	84
Total	0	0	12	1.28	82	8.75	381	40.66	462	49.31	937

On the question of training of workers, majority of the respondents from all the 10 organizations were on the positive extreme with Reliance Industries taking the lead at 100 percent which was followed by Aarti and Enercon together at 95.88 percent each. Other organizations above 90 percent respondents on the positive end were Bilag Industries at 94 percent, Blue Star at 92.76 percent, Raymond at 93.55 percent, Blossom at 91.43 percent and Hindustan Lever at 90.67 percent where the respondents felt that the training of workers is given due importance. Other organizations with a little less ratio on the positive end were Micro Inks at 76.26 percent and Paper Products at 67.86 percent. For Micro Inks and Paper Products a considerable percent of respondents constituting 20.14 and 23.81 percent respectively were not very sure of the fact whether training of workers is given due importance in their organization or not.

Table 5:10: Employees in this organization participate in determining the training they need

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	2	1.2	38	22.75	127	76.05	167
Blue Star	0	0	0	0	3	4.35	26	37.68	40	57.97	69
Bilag Ind.	0	0	0	0	1	2	10	20	39	78	50
Micro Inks	0	0	6	4.32	37	26.62	69	49.64	27	19.42	139
Aarti Ind.	0	0	0	0	69	71.13	28	28.87	0	0	97
Raymond	2	1.61	3	2.42	11	8.87	39	31.45	69	55.65	124
Hindustan Lever	0	0	0	0	20	26.67	39	52	16	21.33	75
Enercon	0	0	0	0	21	21.65	42	43.3	34	35.05	97
Blossom Ind.	0	0	0	0	15	42.86	8	22.86	12	34.29	35
Paper Products	0	0	9	10.71	30	35.71	23	27.38	22	26.19	84
Total	2	0.21	18	1.92	209	22.31	322	34.36	386	41.2	937

Employee participation in determining their own training needs was the statement in question to which 78 percent and 76.05 percent respondents from Bilag Industries and Reliance Industries responded that it was almost always true for their organization. Looking at the combined response of 4 and 5 one can observe that 95.65 percent respondents from Blue Star are of the opinion that employees in their organization frequently participate in determining their training needs. The other organizations where the same practice is followed but at a little lower degree as compared to the former are Raymond, Enercon, Hindustan Lever and Micro Inks as there are quite considerable percent of respondents on the positive end which constitute 87.1, 78.35, 73.33 and 69.06 percent respectively. Rest of the organizations does not even sum up to 60 percent on the positive extreme. One noticeable figure lies on the response of sometime true in Aarti Industries, showing that employees there sometimes do and sometimes don't participate in determining the training they need.

10.71 percent of respondents from Paper Products are of the opinion that employees there do not participate in determining the training they need.

Table 5.11: In-company programs are handled by competent faculty

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	9	5.39	26	15.57	132	79.04	167
Blue Star	0	0	0	0	7	10.14	23	33.33	39	56.52	69
Bilag Ind.	0	0	0	0	1	2	9	18	40	80	50
Micro Inks	0	0	2	1.44	13	9.35	77	55.4	47	33.81	139
Aarti Ind.	0	0	0	0	75	77.32	22	22.68	0	0	97
Raymond	0	0	3	2.42	11	8.87	38	30.65	72	58.06	124
Hindustan Lever	0	0	0	0	18	24	22	29.33	35	46.67	75
Enercon	0	0	0	0	18	18.56	57	58.76	22	22.68	97
Blossom Ind.	0	0	0	0	12	34.29	8	22.86	15	42.86	35
Paper Products	0	0	0	0	7	8.33	51	60.71	26	30.95	84
Total	0	0	5	0.53	171	18.25	333	35.54	428	45.68	937

On the above question, there were 79.04 percent and 80 percent respondents from Reliance Industries and Bilag Industries respectively that stated it was almost always true for their organization followed by organizations with a little lower degree of the same practice and they were Paper Products, Blue Star, Micro Inks, Raymond having 91.66, 89.85, 89.21 and 88.71 percent respondents respectively on the positive end. In Aarti Industries, 77.32 percent respondents are not sure whether in-company programs are handled by competent faculty. At organizations like Hindustan Lever with 76 percent, Enercon 81.44 percent and Blossom Industries 65.72 percent respondents respectively felt that in their organizations in-company programs are handled by competent faculty.

Table 5.12: The quality of in-company programs in this organization is excellent

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	2	1.2	82	49.1	83	49.7	167
Blue Star	0	0	0	0	7	10.14	24	34.78	38	55.07	69
Bilag Ind.	0	0	0	0	0	0	7	14	43	86	50
Micro Inks	0	0	3	2.16	21	15.11	74	53.24	41	29.5	139
Aarti Ind.	0	0	0	0	75	77.32	22	22.68	0	0	97
Raymond	2	1.61	1	0.81	7	5.65	38	30.65	76	61.29	124
Hindustan Lever	0	0	0	0	26	34.67	31	41.33	18	24	75
Enercon	0	0	0	0	22	22.68	49	50.52	26	26.8	97
Blossom Ind.	0	0	0	0	15	42.86	20	57.14	0	0	35
Paper Products	0	0	0	0	46	54.76	30	35.71	8	9.52	84
Total	2	0.21	4	0.43	221	23.59	377	40.23	333	35.54	937

Regarding the quality of in-company programs, 61.29 percent respondents from Raymond are of the view that it is almost always true for their organization. On the combine response list, Bilag Industries takes the lead at 100 percent respondents on the positive end stating it to be very true for their organization. For majority of the organizations the percentage response on the positive end was more than 50 percent but such was not the case with Aarti Industries and Paper Products as they had only 22.68 percent and 45.23 percent respondents on the positive extreme. Both the said organizations had majority respondents on the option of sometimes true and constituted 77.32 and 54.76 percent respectively. Organizations like Micro Inks, Reliance Industries, Blue Star, Hindustan Lever, Enercon and Blossom Industries had respondents constituting 82.74, 98.8, 89.85, 65.33, 77.32 and 57.14 percent respectively.

Table 5.13: Senior line managers are eager to help their juniors develop through training

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	0	0	81	48.5	86	51.5	167
Blue Star	0	0	0	0	5	7.25	22	31.88	42	60.87	69
Bilag Ind.	0	0	0	0	0	0	17	34	33	66	50
Micro Inks	0	0	3	2.16	27	19.42	62	44.6	47	33.81	139
Aarti Ind.	0	0	7	7.22	69	71.13	19	19.59	2	2.06	97
Raymond	0	0	3	2.42	4	3.23	43	34.68	74	59.68	124
Hindustan Lever	0	0	0	0	19	25.33	31	41.33	25	33.33	75
Enercon	0	0	0	0	18	18.56	41	42.27	38	39.18	97
Blossom Ind.	0	0	0	0	9	25.71	17	48.57	9	25.71	35
Paper Products	0	0	15	17.86	15	17.86	38	45.24	16	19.05	84
Total	0	0	28	2.99	166	17.72	371	39.59	372	39.7	937

On the question whether senior line managers are eager to help their juniors to develop through training, only 66 percent, 60.87 percent and 59.68 percent respondents from Bilag, Blue Star and Raymond felt that it was almost always true for their organization, portraying it as organizations where senior line manager take utmost care to help their juniors to develop through training. The combined responses of 4 and 5 revealed that Aarti Industries had 21.65 percent on the positive extreme. The other organizations had a combined response as Reliance 100, Micro Inks 78.41, Hindustan Lever 74.66, Enercon 81.45, Blossom 74.28 and Paper Products 64.29 percent respondents on the positive end. At Aarti Industries 71.13 percent were not sure of the fact. At Hindustan Lever and Blossom 1/4th of the respondents were not sure whether really the senior line managers are eager to help their juniors develop through training.

Table 5.14: There is a well designed and widely shared training policy in the company

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	5	2.99	33	19.76	129	77.25	167
Blue Star	0	0	0	0	3	4.35	24	34.78	42	60.87	69
Bilag Ind.	0	0	0	0	0	0	15	30	35	70	50
Micro Inks	3	2.16	9	6.47	40	28.78	50	35.97	37	26.62	139
Aarti Ind.	0	0	7	7.22	74	76.29	16	16.49	0	0	97
Raymond	1	0.81	4	3.23	4	3.23	36	29.03	79	63.71	124
Hindustan Lever	0	0	0	0	6	8	41	54.67	28	37.33	75
Enercon	0	0	0	0	30	30.93	46	47.42	21	21.65	97
Blossom Ind.	0	0	0	0	9	25.71	18	51.43	8	22.86	35
Paper Products	0	0	14	16.67	16	19.05	32	38.1	22	26.19	84
Total	4	0.43	34	3.63	187	19.96	311	33.19	401	42.8	937

Regarding the question whether there is a well designed and widely shared training policy in the company, 77.25 percent of respondents from Reliance Industries stated that it was almost always true for their organization as compared to 70 percent of Bilag Industries. Still the responses of the two company stated that there is a very well designed and widely shared training policy in the company. The other organizations that followed after looking at the combined response of 4 and 5 were Blue star, Raymond, Hindustan Lever, Blossom, Enercon, Paper Products and Micro Inks as they had respondents on the positive end at 95.65, 92.74, 92, 74.29, 69.07, 64.29 and 62.59 percent respectively. Aarti Industries showed 76.29 percent of respondents on the option of sometimes true showing that they were not sure of the fact whether there is a well designed and widely shared training policy in the company.

5.10.2 Factor Analysis for Training Effectiveness

Factor analysis is used to identify the factors that are responsible for determining the training effectiveness as human resources system in sample organizations of the study.

The adequacy of the data is evaluated on the basis of the results of Kaiser-Meyer-Olkin (KMO) measures of sampling and Bartlett's test of sphericity (homogeneity of variance)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	7371.678
	df	91
	Sig.	.000

The KMO measures of sampling adequacy is 0.899, indicating that the present data are suitable for Factor Analysis. The P-value of Bartlett's test statistic is less than 0.05, which is in conformity with the KMO statistic.

All the extracted communalities are acceptable and all variables are fit for the factor solution, as their extraction values are large (extraction>0.500). To compute the extracted values we have used Principal Component Analysis (PCA) method.

Table 5.15: Communalities

Communalities	Initial	Extraction
The quality of in-company programs in this organization is excellent.	1.000	.811
Senior line managers are eager to help their juniors develop through training	1.000	.759
In-company programs are handled by competent faculty.	1.000	.755
There is a well designed and widely shared training policy in the company.	1.000	.668
Employees in this organization participate in determining the training they needs.	1.000	.650

Communalities	Initial	Extraction
Training of workers is given due importance in this organization.	1.000	.631
Induction training is of sufficient duration	1.000	.831
Induction training is given adequate importance in this organization	1.000	.757
Induction training is well planned	1.000	.748
Induction training provides an excellent opportunity for newcomers to learn comprehensively about this organization.	1.000	.733
Human relations competencies are adequately developed in this organization through training in human skills.	1.000	.850
There is adequate emphasis on developing managerial capabilities of the management staff through training.	1.000	.676
The employees are helped to acquire technical knowledge and skills through training	1.000	.597
Our induction training is periodically evaluated and improved.	1.000	.581

Extraction Method: Principal Component Analysis.

Table 5.16: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.840	48.859	48.859	6.840	48.859	48.859	3.642	26.014	26.014
2	1.363	9.733	58.591	1.363	9.733	58.591	3.249	23.207	49.220
3	1.093	7.809	66.400	1.093	7.809	66.400	2.405	17.180	66.400
4	.743	5.310	71.710						
5	.653	4.662	76.372						
6	.594	4.241	80.613						
7	.495	3.533	84.145						
8	.450	3.212	87.357						
9	.418	2.987	90.344						
10	.338	2.416	92.760						
11	.300	2.146	94.906						
12	.284	2.030	96.935						
13	.218	1.555	98.490						
14	.211	1.510	100.000						

Extraction Method: Principal Component Analysis.

The first three components (factors) in the initial solution have an Eigen values over 1 and they account for about 66 per cent of the observed variation in the Training Effectiveness of selected industries. According to Kaiser Criterion, only first three factors should be used because subsequent Eigen values are all less than 1. The

scree plot (shown in the following figure) is also useful tool to decide about the number of factors. If one has draw parallel line to the horizontal axis at Eigen value equals to 1 in Scree Plot, it will tell us how many factors are going to be extracted. In our analysis Scree plot show that three factors are going to be extracted.

Scree Plot

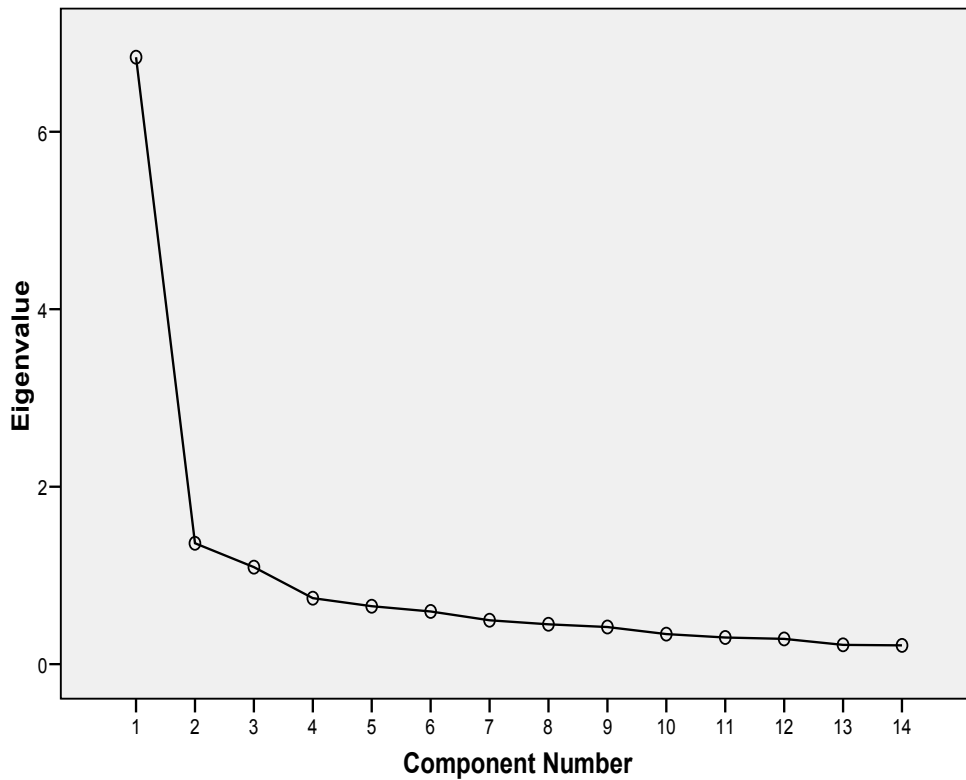


Table 5.17: Rotated Component Matrix(a)

	Component		
	1	2	3
The quality of in-company programs in this organization is excellent.	.811		
Senior line managers are eager to help their juniors develop through training.	.759		
In-company programs are handled by competent faculty.	.755		
There is a well designed and widely shared training policy in the company.	.668		
Employees in this organization participate in determining the training they needs.	.650		

	Component		
	1	2	3
Training of workers is given due importance in this organization.	.631		
Induction training is of sufficient duration		.831	
Induction training is given adequate importance in this organization		.757	
Induction training is well planned		.748	
Induction training provides an excellent opportunity for newcomers to learn comprehensively about this organization.		.733	
Human relations competencies are adequately developed in this organization through training in human skills.			.850
There is adequate emphasis on developing managerial capabilities of the management staff through training.			.676
The employees are helped to acquire technical knowledge and skills through training			.597
Our induction training is periodically evaluated and improved.			.581

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 6 iterations.

Factor loadings are used to measure correlation between variables and factors. A loading close to 1 indicates a strong correlation between a variable and the factor, while a loading closer to zero indicates weak correlation. Unrotated solutions of factors loading might not always be suitable for interpretation purpose since the variables may generally tend to load on multiple factors. Factors are extracted by performing Varimax with Kaiser Normalization rotation method using the Principal Component Analysis (PCA) method. In table 5.17, we have reported only those loading whose value is greater than 0.5 for interpretation purpose.

Looking at Table 5.17 (Rotated Component Matrix) one can find that the following statements comprise factor 1:

- The quality of in-company programs in this organization is excellent.
- Senior line managers are eager to help their juniors develop through training.

- In-company programs are handled by competent faculty.
- There is a well designed and widely shared training policy in the company.
- Employees in this organization participate in determining the training they need.
- Training of workers is given due importance in this organization.

Therefore this Factor can be interpreted as **‘Importance and quality of training inputs**. Factor 1 independently contributes 26.01 percent variation in Training Effectiveness in selected industries.

Looking at Table 5.17 (Rotated Component Matrix) one can find that the following statements comprise factor 2:

- Induction training is of sufficient duration.
- Induction training is given adequate importance in this organization.
- Induction training is well planned.
- Induction training provides an excellent opportunity for newcomers to learn comprehensively about this organization.

Therefore this factor can be interpreted as **‘Effectiveness of Induction Training’**. Factor 2 independently contributes 23.20 per cent variation in Training Effectiveness in selected industries.

Looking at Table 5.17 (Rotated Component Matrix) one can find that factor 3 constitutes the following statements:

- Human relations competencies are adequately developed in this organization through training in human skills.
- There is adequate emphasis on developing managerial capabilities of the management staff through training.

- The employees are helped to acquire technical knowledge and skills through training.
- Our induction training is periodically evaluated and improved.

Therefore this factor can be interpreted as '**Employee capability enhancement through management training**'. Factor 3 independently contributes 17.18 percent variation in training effectiveness in selected industries.

This clearly shows that, Importance and quality of training inputs, Effectiveness of Induction Training and Employee capability enhancement through management training are the factors which have maximum impact on effectiveness of training and employee development. In case the organizations focus on these factors and consider them for improvement it will lead to considerable improvement employee development system as part of Human resources systems.

5.10.3 Employee Development: Development of Subordinates

One of the most important activities for any manager is development of subordinates. This activity ensures that a manager is able to delegate and assign the tasks to his sub-ordinate and the sub-ordinates in turns learn to do the job. In order to develop the juniors it is necessary that the seniors have certain personal qualities and personality factors which help in development of others. The seniors should also have sensitivity towards their subordinates and understand the feeling which the subordinates may have. These qualities include communication skills, listening, empathy and freedom to allow the sub-ordinates try out their ideas. In order to understand how these qualities are present in the sample organizations, statements were asked. The respondents were asked to give their responses on a five point scale. The responses obtained are presented here in tabular form.

Table 5.18: Do you feel development of subordinates is your job?

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	13	7.78	154	92.22	0	0	167
Blue Star	1	1.45	0	0	4	5.8	16	23.19	48	69.57	69
Bilag Ind.	0	0	0	0	0	0	25	50	25	50	50
Micro Inks	0	0	3	2.16	17	12.23	62	44.6	57	41.01	139
Aarti Ind.	0	0	0	0	0	0	33	34.02	64	65.98	97
Raymond	0	0	0	0	8	6.45	26	20.97	90	72.58	124
Hindustan Lever	0	0	0	0	9	12	12	16	54	72	75
Enercon	0	0	0	0	9	9.28	51	52.58	37	38.14	97
Blossom Ind.	0	0	0	0	3	8.57	6	17.14	26	74.29	35
Paper Products	0	0	0	0	15	17.86	31	36.9	38	45.24	84
Total	1	0.11	3	0.32	78	8.32	416	44.4	439	46.85	937

To the above question, there were only 3 organizations where more than 71 percent of respondents stated it was almost always true for their organization. These three organizations were Blossom Industries at 74.29 percent, Raymond at 72.58 percent and Hindustan Lever at 72 percent. Looking at the combined responses of 4 and 5, out of the 10 organizations only Aarti Industries and Bilag Industries summed up to 100 percent. Raymond had 93.55 percent respondents on the positive end followed by Blue Star, Reliance Industries, Enercon, Micro Inks and Paper Products at 92.76, 92.22, 90.72, 85.61 and 82.14 respectively. There are very few respondents who have opted for the 3rd option of sometimes true. For almost all the organizations, it was found that respondents were positive on the statement that they felt their job required the development of their subordinates.

Table 5.19: Do you believe behavior can be changed at any stage of life?

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	25	14.97	136	81.44	6	3.59	167
Blue Star	1	1.45	0	0	6	8.7	15	21.74	47	68.12	69
Bilag Ind.	0	0	0	0	0	0	26	52	24	48	50
Micro Inks	0	0	2	1.44	26	18.71	57	41.01	54	38.85	139
Aarti Ind.	0	0	0	0	0	0	60	61.86	37	38.14	97
Raymond	0	0	4	3.23	6	4.84	19	15.32	95	76.61	124
Hindustan Lever	0	0	0	0	8	10.67	47	62.67	20	26.67	75
Enercon	0	0	0	0	13	13.4	47	48.45	37	38.14	97
Blossom Ind.	0	0	0	0	0	0	15	42.86	20	57.14	35
Paper Products	0	0	8	9.52	9	10.71	37	44.05	30	35.71	84
Total	1	0.11	14	1.49	93	9.93	459	48.99	370	39.49	937

On the question of behavior change at any stage of life, 76.61 percent of respondents from Raymond stated it was almost always true. At Aarti Industries, 100 percent of the respondents were found on the positive end, believing it to be true. The same was found with Bilag Industries and Blossom as well. In other organizations the positive response was more than less than 78 percent. These organizations were Reliance Industries at 85.03 percent, Blue Star at 89.86 percent, Micro Inks at 79.86 percent, Hindustan Lever at 89.34 percent, Enercon at 86.59 percent and Paper Products at 79.76 percent. For Micro Inks 18.71 percent and Reliance Industries 14.97 percent respondents were not sure whether behavior can be changed at any stage of life. Nearly 10 percent of respondents of Paper Products stated it was not true as they chose to be on the negative end for their response to the given statement. In totality there were 88.48 percent respondents on the positive end, stating that behavior can be changed at any stage of life.

Table 5.20: Are you a careful listener?

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	93	55.69	67	40.12	7	4.19	167
Blue Star	1	1.45	2	2.9	8	11.59	15	21.74	43	62.32	69
Bilag Ind.	0	0	0	0	2	4	45	90	3	6	50
Micro Inks	0	0	0	0	5	3.6	69	49.64	65	46.76	139
Aarti Ind.	0	0	0	0	0	0	42	43.3	55	56.7	97
Raymond	3	2.42	2	1.61	7	5.65	32	25.81	80	64.52	124
Hindustan Lever	0	0	1	1.33	20	26.67	22	29.33	32	42.67	75
Enercon	0	0	0	0	18	18.56	41	42.27	38	39.18	97
Blossom Ind.	0	0	0	0	0	0	18	51.43	17	48.57	35
Paper Products	0	0	0	0	51	60.71	11	13.1	22	26.19	84
Total	4	0.43	5	0.53	204	21.77	362	38.63	362	38.63	937

On the question of being a careful listener, the results were surprisingly scattered over the 5 options. Looking at the data one can observe that 60.71 percent of the respondents from Paper Products stated that it was sometimes true for them and seemed to be in a state of confusion regarding their listening skills. In Reliance Industries, more than 50 percent of the respondents were in the same state as those from the Paper Products. Blue Star, Raymond and Hindustan Lever had respondents 4.35, 4.03 and 1.33 percent totally on the negative end clearly stating that they are not careful listeners. Organizations like Blossom Industries, Aarti Industries, Micro Inks and Bilag Industries had more than 95 percent respondents on the positive end stating that they are careful listeners.

Table 5.21: Do you allow your employees to try their ideas?

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	95	56.89	56	33.53	16	9.58	167
Blue Star	1	1.45	0	0	8	11.59	16	23.19	44	63.77	69
Bilag Ind.	0	0	0	0	1	2	38	76	11	22	50
Micro Inks	0	0	0	0	34	24.46	64	46.04	41	29.5	139
Aarti Ind.	0	0	0	0	0	0	37	38.14	60	61.86	97
Raymond	1	0.81	1	0.81	9	7.26	84	67.74	29	23.39	124
Hindustan Lever	0	0	14	18.67	4	5.33	31	41.33	26	34.67	75
Enercon	0	0	0	0	21	21.65	47	48.45	29	29.9	97
Blossom Ind.	0	0	0	0	0	0	14	40	21	60	35
Paper Products	0	0	0	0	30	35.71	42	50	12	14.29	84
Total	2	0.21	15	1.6	202	21.56	429	45.78	289	30.84	937

When asked whether the respondents let their employees try their ideas even when they might not be as good as their own ideas, 61.86 percent from Aarti and 63.77 percent from Blue Star stated that it was almost always true. The combined response of 4 and 5 shows 100 percent from Blossom and Aarti were on the positive end. Organizations like Bilag, Micro Inks, Raymond, Hindustan Lever, Enercon, and Paper Products had 98, 75.54, 91.13, 76, 78.35 and 64.29 percent respondents on the positive end stating that they let their employees try their ideas. For Reliance Industries the percent on the positive end was less than 50 percent, which indicated a lower degree of liberty to employees to try their own ideas. At Hindustan Lever nearly 18.67 percent respondents were on the negative end as compared to the 76 percent of the positive, portraying the organizations inclination towards the positive approach to let their employees try their ideas.

Table 5.22: Are you aware of your employee’s feelings when you converse with them?

Organization	Not True At All		Rarely True		Sometimes True		Mostly True		Almost Always True		Total
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	
Reliance Ind.	0	0	0	0	24	14.37	121	72.46	22	13.17	167
Blue Star	1	1.45	0	0	10	14.49	6	8.7	52	75.36	69
Bilag Ind.	0	0	0	0	0	0	13	26	37	74	50
Micro Inks	0	0	0	0	11	7.91	75	53.96	53	38.13	139
Aarti Ind.	0	0	0	0	7	7.22	34	35.05	56	57.73	97
Raymond	0	0	0	0	10	8.06	36	29.03	78	62.9	124
Hindustan Lever	0	0	5	6.67	6	8	25	33.33	39	52	75
Enercon	0	0	0	0	13	13.4	51	52.58	33	34.02	97
Blossom Ind.	0	0	0	0	2	5.71	6	17.14	27	77.14	35
Paper Products	0	0	0	0	22	26.19	23	27.38	39	46.43	84
Total	1	0.11	5	0.53	105	11.21	390	41.62	436	46.53	937

One can observe from the data above that there are 75.36 percent respondents from Blue star and 77.14 percent from Blossom Industries that are of the opinion that it is almost always true with them. The combined response of 4 and 5 shows a 100 percent response on the positive end at Bilag Industries. Other organizations that sum up beyond 90 percent are Micro Inks at 92.09 percent, Aarti Industries at 92.78 percent, Raymond at 91.93 percent and Blossom Industries at 94.28 percent. Rest of the organizations have a fairly considerable proportion of respondents on the positive end, they are Reliance, Blue Star, Hindustan Lever and Enercon. One can observe that more than 25 percent respondents from Paper Products are not sure about the given statement.

5.11 Summary

Employee development system is one of the most important human resources systems in any organization. The organizations learn through its employees and if the employees are developed with the help of effective training and development

programs, organizations can achieve its goal, and provide competitive edge to its employees. In case of changes in technology, market conditions, competitors activities, trained employees are quick to respond to the changing needs of the markets and provide best of the service. This results in greater customer retention leading to positive impact for the organization in terms of profitability, market share etc. All other human resources system such as performance management system and, human resources climate etc depends on the effectiveness of employee development system. It is observed that all the organizations under the study conduct various programs for employee development. There are many programs which are conducted for technical and personality aspects by these organizations. Almost in all the organizations studied, the induction training is given lot of importance. If one looks at the data collected from all the organizations, it is clear that the induction programs are well planned or the programs provide opportunities to new employees to know about the organization, improvement was needed in almost all the organizations. Similarly contents of the induction programs needed to be periodically reviewed by almost all the organizations. Most of the organizations studied helped their employees acquire technical knowledge and skills through training programs. Organizations also needed improvement in conducting programs on human relations competencies.

There are specific areas such as workers training which needs improvement in the system in different organization. Most of the organizations under study have implemented employee development system by implementing at least basic training programs. Major findings are that objectives of induction programs are given importance in all the organization.

In order to understand the employee development attitude of superiors, questions were asked to them in form of statements. Respondents in most of the

organizations agreed that development of subordinates is of prime importance and it is responsibility of the supervisor to develop their subordinates. Organizations which mainly worked on laid down procedures and operated standard operating procedures had little scope of creativity. Such organizations could not allow employees to try out their ideas at work. Most of the organizations considered the feelings of the employees while communicating with them.

On the basis of factor analysis it is observed that factors such as, *importance and quality of training inputs* contributed 26.01 percent variation in training effectiveness in selected industries independently, *effectiveness of induction training* contributed 23.20 percent variation in training effectiveness independently and *employee capability enhancement through management training* contributed 17.18 percent variation in training effectiveness independently.

This clearly shows if an organization has to improve their overall employee development system, they have to improve the quality of training inputs, make the induction programs more effective and conduct management development training to enhance employee capability. This will help the organization strengthen the employee development system as part of the human resources system.

Having studied employee development system, the next chapter let us look at the human resources climate as a human resources system.