CHAPTER 2

REVIEW OF LITERATURE

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CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction:

Every research study is built on past knowledge, is an outcome of constant human endeavor. No research study can progress in isolation of other studies done in similar field. Review of related literature addresses the important need to inform the investigator as to the main findings, trends, areas of the debate and controversial areas are neglected and suggestions for additional research. It can help in organizing thoughts, giving shape to ideas and achieving new insights. It is not enough to test one’s own ideas, investigator is thus given a chance to access his or her ideas in the context of others and replicate external or modify them in terms of establishing thinking. Considering this fact, researcher has also tried to take some review of published books and articles published in various journals, newspapers and magazines etc. these reviews are as follows-

2.2 Review of Published Books:

divided into 8 parts, each containing a set of papers. While the first part delves into the need for a thrust towards HRD for workers, the second part attempts to lay out the conceptual basis of HRD for workers. The three papers in the second part detail the concern for labour development, the context in which the labour movement in India operates and various attempts at HRD for workers. The next three parts are on elaboration of HRD attempts in different sectors. While two of the three parts deals with the service and the unorganized sector, one part containing three papers gives us some idea of HRD efforts in some unnamed organizations. The sixth and seventh parts try to understand HRD for workers from the management and trade union perspectives. The last part is a consolation of the earlier papers with a listing of steps that need to be undertaken to give momentum to HRD for workers.

2) Prof. B. L. Raina threw a light on the importance of training of workers in his book titled, “Workforce training and development”, published in 1998. The author has stated that, nearly 40 years ago, where more concentrated efforts were made by the developing industrial organizations for their economic development, training for workers came to be increasingly considered as a means not only of raising the number of skilled workers or enhancing the level of trained workers. It appears that the main thrust of this book is training for workers as a strategy, ultimately aimed at improving the organization’s bottom line.
3) Fredrick Harbison and Charles A. Myers, in their book titled, “Manpower training and economic growth”, published in 1995, analyzed the economic and social development of workers from the perspective of the education and training. An author has analyzed appropriate policies and strategies of “Human Resource Development” than in estimating the returns on investment in man. Through this book authors have attempted the global analysis of HRD in both- quantitative and qualitative perspectives.

4) A book titled, “Human resource Development and Management”, by A. M. Sheikh, published in 2010. Through this book author has highlighted the aspect of HRD and management. The author provides a source of strength, ability, skill, competence, attitude, talent, efficiency, and belief, decision making power to be used for accomplishment of organizational, individual, societal and national objectives. The subject matter is divided into 22 chapters. The book begins with the basics of Human Resource Management and Development as the first chapter. The chapter throws light on the importance of the human resources in industrial organizations, as the growth of industrial organizations depends on them, from chapter 2 to 5. The Author has also thrown light on the human resource accounting aspect which is the process of identification and measurement of human resources and supplying the information to the interested parties. The Author has also discussed the
matters like managing stress and conflict at workplace, introduces the common feature in workplace today, which is stress.

5) Dr. T. W. Schultz of Oxford University has also emphasized the importance of HRD through training in his book titled, “Investment in Human Capital”, published in 1999. Dr. Schultz stated that the productive capacity of human beings was vastly larger than other forms of capital and therefore, investment in human beings in the form of training for skills development etc. was the most useful form of capital accumulation. The author has also emphasized that workers were the ultimate basis of the wealth of any organization as it was people who accumulated capital, exploited natural resources, built social, economic organizations creating economic and industrial development.

6) International Labour Organization (ILO) has published a book in 1976 titled, “Worker’s training and it’s Techniques”. This book provided in a simple and easily handled form, a survey of the main problems a modern practice of ‘workers’ training. In this book the concept of workers training stresses such subjects as trade unionism, labour legislation, industrial relations, social security etc. In other words, the training of the workers for social responsibility takes priority over the development of worker’s individual capacity for cultural enjoyment. This book includes a discussion on some basic concepts and principles of workers training and many practical problems of administration and organization.
7) Dr. Upinder Dhar and Dr. S. Ravishankar, in their book titled, “Coping with changing human values”, published in 1999, has focused on the following aspects:

i) People oriented policies with equal concern for task and welfare of the workers,

ii) Developing a sense of mission action and worker’s loyalty at all levels,

iii) Incorporating technological ‘know-how’ and ‘know-why’ through HRD mechanisms like attitudinal training, skill-orientation and inter organizational linkages and collaboration. The authors have also thrown light on professionalization of managerial practices and development of a positive attitude for total quality management including ‘quality of work life’. The authors focused on the human resource accountability through divisionalisation of organizational units and promotion of customer-orientation consciousness among the workers.

8) Human resource development deals with the creative abilities of workers. If a developmental approach is adopted in managing people, the chances are that, any industrial organization would obtain more positive responses, writes Dr. S. P. Shrivastav in his book titled “Human Resource Development”, published in 2000. The author had stated that today’s global industry demanded newer skills, trained artisans and it was the knowledge and training that made it
possible for workers to acquire these skills in various trades appropriate to the industry.

9) Musaki Imai, the well known Japanese HRD Expert writes in his book titled “Kaizen” in year 1999, that kaizen has become synonymous with continuous improvement. In this book the author has explained the essence of kaizen. He says, the essence of kaizen is simple and straight forward. Kaizen means improvement. Moreover, kaizen also means ongoing improvement involving everyone, including both, managers and workers. Masaki Imai stated that, workers be given the freedom to innovate at shopfloor without breaking rules and regulations and also without expectation of rewards.

10) Martyn Sloman’s book titled, “A Handbook for training Strategy”, published in 1997. Through this, the author has stated that, lack of training to workers at all levels serves as a demotivator, apart from accelerating the obsolescence rate of workers. According to the author, with the growing importance of HRD movement, there has been a significant increase in training budgets in every industrial organization. In this book author has stated that, “training inputs have concentrated largely, only on managerial personnel’. He further stated that, the vast and vital backbone of the organization – the worker has been ignored. Training for them has only meant, technical or trade. Skill related input with the optimistic premise that they could become more
efficient-ignoring the important fact that attitudinal training goes hand-in-hand to ensure total employees’ effectiveness.

11) Prof. Shrinivas Pandit in his book titled, “A Dimensions of HRD” asserted that, the pivotal issue for the growth of any organization is HRD, and not markets, branding, exports material procurement, technology, import or capital raising. The author has opined further, “in a globalised context, the points of reference are changing and so are the supply-demand dynamics, this applies to HRD activities as well.”

12) Blug M. Piston and Zederman M. H. discussed about the evolution of effectiveness of training programme in their book titled, “Utilization of trained Manpower in Industry”, published in 1997. While discussing about effectiveness of training programme, the authors have stated that the problem of testing the effectiveness is not really as simple as it may look at first sight because even if we measure the performance of that worker before the beginning of the training; and after it has been completed and it has improved the workers knowledge or skills considerably. According to authors, we have not in the position to say whether such an improvement is good enough and achieved with sufficient economy of time, money of the company and energy expanded on it by the trainees. The authors have further stated that, every training programme is bound to show some improvement in the performance of the employees, even if it is poorly planned and executed.
13) Prof. B. S. Jain explaining the concept of workers training in his book titled, “Management of Manpower Development” published in 2001. While explaining the concept of training of workers, the author has stated that, training of workers is said to be the core of a larger system known as, “Human Resource Development”. The author has stated that, training is mainly concerned with providing learning experience for the workers who associated with an organization through a behavioral approach adopting various processes.

According to author, the term or concept of training means those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change.

14) D. L. Dhawan explained the importance of training programme for workers in his book titled, “Behavioral Training for Workers”, published in 1999. While explaining the importance of training, the author has stated that, in the absence of sufficient training efforts, expectations may give rise to frustration, dissatisfaction and apathy. He further stated that, training would obviously envisage skill development and the development of workers personality. The author stated that, the training for workers is not merely a question of developing skills. The important considerations are the workers idea of a job and his attitude to it. The author has opined that, the behavioral training
therefore covers much more than the skills formation. It indeed covers every concept of human behavior and social attitudes for better development.

15) Mr. G. K. Suri, explained the relationship between training and quality of work life, in his book titled, “Quality of work life and productivity”, published in 1993. Mr. Suri pointed out that technological change entails obsolescence, requiring in its turn, a constant programme of training and re-training. It also calls for new forms of work organization. The author has emphasized on –

i) Quality of work-life and quality of life are inter-dependent,

ii) Involvement of employees and unions for introducing new technology is extremely important,

iii) There is a need for developing integrated training plan to cope with environmental changes and to utilize the creative potential of people, and

iv) The changing profile of workers in terms of skills, knowledge and attitudes may necessitate training and re-training of workers several times during their work life.

16) Dr. John Finnigan- an expert in industrial training management, explained the significance of training in his book titled, “Integrated Personality Development”, published in 1998. The author has stated that, at higher levels of management, companies expect their workers to develop versatile capabilities rather than restrict themselves to the field of specialization. At the
middle level, it is desirable to have competent professionals with high degree of specialized knowledge. At the shopfloor, the continuous training inputs for workers are a prime necessity. The author has further stated that, investment for imparting training and knowledge of workers should be viewed as an investment for a higher future of the company.

17) N. M. Barot explaining the concept of Total Quality Management, in his book titled, “TQM- The Training Strategy”, published in 2000. While explaining the concept of TQM, the author has explained the significance of training. According to the author, training is the backbone of the improvement system through TQM and small group activities. The author has opined that, developments in European countries are occurring and to some degree in India and indicate clearly the need for a through and complete review of the adequacy of training arrangements at all levels in Indian industry.

18) Edusin B. Flipo explaining the strategy of industrial training in his book titled, “Strategy of Industrial Training”, published in 2001. The author has stated that, the strategy of industrial training could be described as the art of conducting training. While talking about the role of training managers, the author has stated that, the training managers cannot, however, work in isolation and it may well be more appropriate to define training strategy as the art of motivating worker towards using the facilities and skills he can provide. The author has further stated, regarding the relationship of ‘training manager’
and workers. According to him, the relationship between the training manager and workers is often misunderstood or neglected and at the worst it may be regarded as interference. Dr. Edusin opined, since training is the supporting function, the support services must be clearly identified and organized to suit the needs.

19) A book titled, “Training and Education Technology”, written by John Middleton and Greeta Nettleton published in 1994. Through this book, the authors throw light on the analysis of training and educational needs of the workers. The authors opined that if training educational programmes are to be effective, it is important to analyze carefully both the nature of training needs and training results. The author have further stated that, neither of these tasks is simple, each is only partly objective. Many subjective factors are involved and training rarely lends itself to completely controlled experiments.

20) Lila Poonawala through her book titled, “Management is What You Make It”, explaining the relationship between kaizen strategy and training. She stated that, there are three building blocks of business i.e. hardware, software, and humanware. She opined that, only after the humanware is squarely in place should the hardware and software aspects of business is considered. According to the author, building quality into workers means helping them to become quality conscious. The author has highlighted the kaizen concept. She stated that workers must be trained in the use of problem solving tools, so that
they can deal with the problems they have identified. She further stated that, once, a problem has been solved, the result be standardized to prevent recurrences. By going through this never ending cycle of improvement, workers can become kaizen minded and build the discipline to achieve kaizen in their work. The author has opined that, management can change the corporate culture by building quality into workers through kaizen strategy, but this can be done only through training.

21) Mr. Y. P. Agrawal analyzed the relationship between training activity and HRD in his book titled, “Training and Human Resource Development”, published in 1995. This book explores the three main aspects of HRD. The author analyses the utilization of human resources by examining the training-employment linkages. In this book, the author examines the spatio-temporal behavior of the three important aspects of HRD. The first corresponds to the development of human resources; the second aspect relates to their utilization patterns and finally the nature and magnitude of inter-relationships between the stock of trained manpower and the utilization of human resources has been undertaken. The author has opined that, training constitutes the element of manpower development. It has been used as the main instrument for this purpose.

The author has opined that, the success of any training programme is a direct function of the success of other aspect of the personnel programme where workers are already highly motivated and closely identified with the goals of the organization. Well conceived training programmes will lead to better performance. On the contrary, where morale is low and workers are suspicious and resentful of management, training activities will be ineffective. The author has thrown light on the morale, motivation of workers and the effectiveness of training activities at shop floor.

23) Prof. V. J. D’sa, discussed regarding job satisfaction and importance of training at shopfloor, in his book titled, “Building Commitment”, published in 1998 by Quality Circle Forum of India. The author has stated that, the satisfaction of worker derives from his work experience. It depends on its knowing- what to do and how to do it. The author further opined that, the worker who lacks confidence in his ability to perform successfully can never do his job well. The author has highlighted the significance of training activities. The author has stated that, workers develop more favorable sentiments for an employer who invests in their development; here training activities have become central values in industries.

24) Mr. D. M. Ganatra, highlighted the training needs in global era in his book titled, “Human Resource Development”, published in 2002. The author has stated that, along with Central Board of worker’s training and education, some major organizations have also set up their training departments and they
regularly organize need-based training programmes for the development of its workers. While discussing on the global era, the author has stated that, in the modern industrial setup workers are not only faced with more and more sophisticated technology, often carrying occupational and health risk, but modern thinking on the other hand indicates that the human factor is more important than mechanization. The author has also thrown light on the relation between human orientation and training programmes. He stated that, a number of forces are working in the environment where the workers work. All this healthy orientation is the human orientation. The author further opined that, advancement of knowledge should lead to the alleviation of human suffering, he opined that, there is a need to organize training programmes with the humanistic impulse

25) **A book titled,** “Human Resource Practices and Firm Performance”, **by Goldhaber, Gerland M. published in 1990.** In this book, authors have critically discussed the worker’s training and education. The author has stated that, “worker’s training and education as instrument of HRD are widely practiced by many organizations. However, according to them a great deal of investment on training goes down the drain because of factors like irrelevance of training to the needs of the organization and the staff, ad-hoc and distress nominations in the programme and vague and generalized contents; not clearly aimed at the development of specific skills. The authors have further opined that, the focus of training essentially is on enabling people to self-
actualize through a systematic process of developing their existing potentialities and creation of new ones unfolding and tapping potential capabilities of people both in the present and for the future.

2.3 Review of Published Articles:

1) Prof. B. M. Bharucha, highlighted the role of trade unions in implementation of training programmes at shopfloor level, in his article titled, “Technology and Worker’s Training and Education”, published in the Indian Journal of Industrial relations, Vol. 44, no.-1, July 2008. While discussing about the role of trade union, the author has stated that, substantial changes in technology would actually be impossible to be brought about without the co-operation from the trade union leaders. The author has opined that, a strong and effective trade union leadership, if taken into confidence with regard to the proposed changes and convinced of the need for training for such changes could play effective role in preparing workers for new technological upgradation. The author has further opined that, unfortunately, the role of trade union in implementation of training programmes and in development of organizations and in development of human resources has not been always sufficiently recognized.

2) Leena Narang and Lakhwinder Singh highlighted the significant contribution by determining the level of adoption of the selected HR practices in the selected Indian organizations as perceived by the workers working in these organizations along with assessing their relationship with worker
demographics. The article is titled as, “Human Resource Practices in Indian organizations: An Empirical study”, published in the Journal of Management and Labour studies, Feb. 2010. The author has stated that, the organizations in the Indian context like others have been forced to initiate certain changes in their HR practices due to cut-throat competition created by opening up of the Indian economy and changing employee demographics and psychographics. The results of this study reveal that higher attention has been paid to practices aimed at improving employee competencies than those influencing worker’s behaviors. The authors have also found that younger and less experienced employees have perceived the organizations surveyed to be low on adoption of selected HR practices.

3) The article titled, “Training strategy for Industrial Workers”, by Dr. V. M. Deshpande, published in the Journal of Human Resource Management 14(2) Aug 2003. This article highlighted the need for a new model of training that will reflect the complexity of organizational life and changes in HR functions. The article contains the findings of a survey of best training practices carried out among the National Training Award winner’s organizations in India.

4) Mr. Ulhas Pagey’s article titled, “Road to Self Development”, published in the Journal of Industrial Relations Vol. 44, July 2008. In this article author has stated that, training is no panacea to organizational problem. But in a changing world where the companies wish to use the person and not just his
mechanical or numerical abilities, this is becoming of increasing relevance. The author has opined that, lack of training to workers serves as demotivator apart from accelerating the rate of obsolescence of workers.

5) Worker’s behavior such as absenteeism, lack of punctuality, indiscipline, disorganized work habits; lack of interest in work etc. affects the productivity and should be the concern of every manager. Managers must determine the nature and reasons of such behavioral patterns. Such diagnosis highlights the importance of developing sound training activities; stated Anil B. Bhatnagar in his article titled, “Workers Training in Industries”, published in July 2000, by Quality circle forum of India.

6) Mr. Kishor Bhave, the training expert pointed out that how training activities under HRD programme deals with the creative abilities of human beings. The article titled, “Getting the best out of the People in an Organization”, published in Times of India, June 1995. The author has opined that, if a developmental approach is adopted by shopfloor level people, the chances are that we would obtain more positive responses in the entire organization.

7) An article titled, “Human Resource Development Climate in Manufacturing Sector”, by M. Sriramnarayana, published in the Journal of ‘Management and Change’, vol.13 Nov.2 (2009). The research article aims to explore extent of HRD climate prevalent in manufacturing organizations in India. This research article was based on the information collected from 726 workers working in 18 organizations in manufacturing of India. This study has found
that the overall HRD climate prevailing in this sector is of moderate level only. The author has further opined that, the training and performance appraisal and feedback are evolved and nurtured in the organizations to some extent, whereas rewards and employee welfare, and career planning are not much nurtured. However, improvements are required in implementation of all HRD mechanisms.

8) Dr. J. M. Juran, in his article titled, “Q circle Activities”, published by Quality circle forum of India’s magazine in June 2002; has discussed about what does human resource development activities seek today, he opined that, currently training activities under HRD programme signifies the building of organizational culture and installs a scene of purpose of the minds of the shopfloor workers. The author has further stated that, HRD today seeks to involve an atmosphere or co-operation and interdependence between all sections of employee as well as the organization itself. The author has explained that, it works towards creating an environment, where workers are made to feel that they are making contribution individually as well as collectively, within the overall system of an organization.

9) Mr. Philp B. Crosby in his article titled, “Attitude Transformation-A Philosophy”, published in the journal of ‘International Labour Organization’, in 2009 Vol. no. 13, has discussed the importance of HRD for the creation of wealth. Regarding this, the author has stated that, human labour in its various forms continues to be the single most important factor for productivity.
Technology may change the form and the way in which things have to move or be recreated. The author has opined that, it is only the workers who can propel such technologies or make them work. Human resources therefore, continue to be principle source for creation of wealth.

Author has further stated that, the progress of the workers is essentially based on possession and development of soft and technical skills. To build a high technology, high performance and flexible organization, there is no option but to train the workers.

10) D. R. V. Sarathchandran, in his article, titled, “The fountain head for excellence”, published in the journal of HRD, Mar. 2001, Vol.23, has critically discussed regarding HRD and training activities. The author has further stated that, with the growing importance of HRD movement, there has been a significant increase in training budgets in organizations that began to initiate training programmes. But the nagging feelings does persist that this is more of a fad of the organizations rather than a structural and strategic change in overall business policy. Workshops are conducted to ‘clock’ training man days.

11) Prof. W. E. Deming discussed the significance of the behavioral training activities in his article titled, “Total Quality Management”, published in Journal of HRD, Vol. 23, and Sept. 2001. The author has stated that, when workers became open in terms expressing their ideas and feelings, we can get the best in them. Openness brings new ideas, approaches skills and talent to
the organization and even a scene of excitement to the workers. The author has further stated that due to effectiveness of behavioral training for workers, they derive strength from each other through the joy of working together.

12) An article titled, “HRD Practices in Indian Organizations and their impact on ‘productivity’ of Human Resources: An Empirical study”, by Ravindra Jain and R. Premkumar, published in the Journal of Management and Labour studies, Vol. 36-1, Feb.2011. The authors have stated that, in the wake of globalization, liberalization and privatization on economic front, organizations are expected to made objective assessment of existing status of their HRD system and process in order to evolve need-based pragmatic HRD agenda for the future. In this context, this research article gives a concrete base and direction as it provides the empirical evidence as regards to current status of HRD sub-systems and facilitators in relation to HR productivity with reference to Indian Private Sector and Public Sector organizations. The authors have found out that, almost all the selected subsystems of HRD (except Employee Communication and Employee’s Empowerment) have been found to be moderately effective. The authors have further stated that, concerns of the various stakeholders for HRD cause and practices of selected management styles have also been found at moderate level to facilitate HRD process.

13) Dr. Poul Pigors, explains the training principles and techniques in his article titled, “Training Principles and Techniques”, published in the Journal of
Industrial relations, Vol.27-2, June 1999. The author has explained the principles of training and suggested some important techniques which should be explained by the trainer in the training programme. These techniques are –

i) have a time-table which gives a series of goals at which to aim,

ii) break-down the job i.e. list the main steps. Job description and analysis are necessary preliminary to training.

iii) Have a everything ready i.e. have a right equipment materials ready, so that there need be no delays when actual training begins.

In this way the author has explained the principles and techniques of training.

14) N. B. Dearle, in his article titled, “The need for performance appraisal”, published in Times of India dated Oct.27, 1998, has explained the need for performance appraisal after training. The author has stated that, workers are trained and retrained by the way their organizational supervisors treat them at work. Part of this, is the way their performance is appraised from time to time by their immediate supervisor, who is responsible for giving them information. The author has further stated that, systematic performance appraisal has been adopted by many organizations as a means of helping supervisors to evaluate the work of each employee. They are useful as a check on the success of training and development procedures. The author has also opined that, formal appraisal plan have been developed to reduce the element of favoritism and snap judgment in personnel decision.
15) L. G. Kulkarni, in his article titled, “Product versus process”, published in the Journal of HRD, Vol.21, and May 2000, has explained the relationship between HRD and Quality. The author has stated that, Quality Circle is a small group of people engaged in similar work who meet voluntarily on regular basis under the leadership of their supervisors to identify and discuss their work problems, analyses the causes thereof and recommend solutions to supervisors. The author has opined that, Quality Circle is a activity which help to human resource development process. The author has further stated that, supervisors look after the trainings of their members, leads the discussions and records the suggestions. Training is given to the members (workers of the circle on the techniques and tools relating to Quality Control and other requirements). The author has also highlighted the need of training regarding Quality Circle activity through this article.

16) Raju Vir in his article titled, “Access on Assessment”, published in the Economic Times dated 29 June 2000, has explained the concept of workers training. The author has stated that, the concept of workers training shows a wide assortment of values which ranges from purely serving the need of organization at one end to the purely ideological aim of promoting the total development of individual worker at the other end. The author has further stated that, workers training are not so much concerned with the instruction in the rupees as much as in creating in workers an awareness of their duties
and responsibilities as a worker, union member and as a citizen in the context of social condition.

17) M. K. Deshmukh in his article titled, “Quality Circles and small group activities”, published in Economic Times dated 19th Oct. 2001, explained the vital aspect of workers training programme. According to author, there are three aspects i.e. trainer, participant and training programme. The author has stated that, trainer should have the ability to view the programme in its totality- general to the individual, the organization and the environment. While discussing on the participant, the author has opined that the participant must bring with them positive attitudes and take the responsibility for learning. It is for them to finally integrate knowledge and job performance. They must skilfully blend their analytical and operative roles for maximum effects. Discussing on training programme, the author has stated that, there should be a prime objective of training programme to change their behavior of workers.

18) Mr. S. Kuruvilla and C. S. Venkata Ratnam, in their article titled, “Economic Development and Industrial Relations”, published in Journal of Industrial Relations, Vol.27(2), 1998, pointed out a need for developing integrated HRD plan to cope with environmental changes and to utilize the creative potential of workers. The authors have opined that, such a plan should encompass recruitment, training, performance appraisal etc.
19) Alok Joshi, Expert deputy Director of ONGC has expressed his views regarding training and HRD programmes in his article titled, “Training for Employees- Need for an integral approach”, published in Times of India, 14 June 1994. The author has stated that, there is no doubt that productivity has to be a way of life at all levels more so in organizations which suffer from excessive manpower ‘fat’. This can be done by infusing a culture of cost-consciousness so as to motivate employees to improve productivity through innovative training activities and HRD programmes for shopfloor level employees.

20) S. B. Baldevanand, a HRD expert, explained the micro level concept of HRD in his article titled, “Effective utilization of Human Resources”, published in Mainstream, Vol. 13, and March 1998. The author has stated that, Human Resource development at the micro level includes carrying out manpower research and planning to anticipate long run labour market needs, manpower development through training and retraining programmes, and manpower distribution through an effective placement service and manpower utilization to assure full utilization of human resources. The author has further opined that, HRD at micro level or organizational level is a process by which workers of an organization are helped in a systematic and continuous way.

21) An article titled, “HRD Practices and Managerial Effectiveness: Role of Organizational Culture” by M.B.K. Swaminathan, Published in the Indian Journal of Industrial Relations, vol 47, No 1 July 2011. This article presents a
study in the light of liberalized Indian economy that has led to competitive environment. In a changing scenario and a highly competitive market economy; human resource practices and organizational culture will provide edge to organizations. The article attempts to understand the effect of HRD practices and organizations’ culture on managerial effectiveness. This article is based on a study. For the study purpose, the sample consisted of 214 managers from public and private sector organizations. The results of the study revealed that the HRD practices and organizational culture were strong predictors of managerial effectiveness both in private sector and public sector organizations.

22) An article titled, “Organizational Culture and HRD” By R.K Chauhan Published in the Journal of Human Resource Development, Vol 15 (12), July, 1992. In this article author has argued that certain values and norms develop form or are strengthened through successes of workgroups within the firm. The author points out, referring to the literature on group formation, that effectiveness of actions taken by employees shapes their values and norms, which become element of corporate culture. The author stated, this implies that the performance of a firm influences its organization culture, or in fact that the relationship between organization culture and managerial effectiveness is recursive instead of linear.

23) In an in-depth study of performance appraisal systems of eight manufacturing organization in India, Jain and Kamble M.D in this article published in 2005,
revealed that HRM/ HRD department does follow-up work on training needs as indentified through performance appraisal system. In a study of training climate in selected eight organizations Jain and Kamble found the training climate as highly satisfied.

24) V. G. Rege has discussed on kaizen concept in his article titled “Making Kaizen Work”, published in Daily Times of India, Sept 19th 1996. The author has stated, it should be noted that many small improvements are preferred to a single major improvements. The author has opined that, kaizen is a motivational system. It primary aim is to achieve 100 percent motivation in the people and create an atmosphere that encourages continuous improvement. The author further stated that, kaizen deals with feelings that need to be carefully nurtured. The main thrust is on cultivating an attitude that is pro-improvement. The author has further opined that, in India, there is a need to follow the example of Japanese. Customer satisfaction is where its’ at. Only if the customer is satisfied, can an organization grow. Today, with globalization and liberalization upon us, superlative quality in all stages of production is the need of the hour. And by applying the principles of kaizen, we can surely achieve it.

2.4 Brief review of earlier research:

There is a growing consensus among management professionals that HRD has a direct bearing on organizational performance. Effective HR practices results in higher organizational performance, enhancement of effectiveness of HR
practices is likely to result in an increase in the organization’s productivity and also in the reduction of employee’s turnover (Singh-2000). Tchniowski (1990) found a positive association between the firms, HRM practices and organizational productivity, Guzzo, Jettle and Katzell (1985) and Schuster (1986) also found that HR interventions have a significant positive effect on productivity/ firm’s performance. Organizations are realizing that the success of their long range planning and strategic approaches rest on corresponding analysis and planning by human resources (Bulter 1988). Better strategic HRD practices contribute for harmonious industrial relations scenario, increased trainability, and low need for employment externalization and downsizing of manpower (Kandulla, 2001)

In a HRD Climate Study of Fifty three Indian organizations conducted by Raw and Abraham (1986) 49% organizations were found to claim to give very high importance to HRD processes and 68% organizations were found to have specifically designated manager to look after HRD function. In his study of Indian Organizations, Abraham (1989) concluded that 43 cases of the organizational performance could be explained by HRD profile and its components.

HRD climate is a significant contributor of organizational performance. Perceived extent of introduction of innovative HR practices was found as the most significant predictor of organizational commitment (Agrawal/ 2003). All the organizational climate dimensions (Which include HRD climate dimensions as part) were found positively correlated with job satisfaction (Kumar Shravan and
Ravicharrnder 1998). A better ethical environment of the organization leads to better HRD activities for an organization (Pooja Sharma, 2001)

An employee perceives different dimensions of climate with different intensities (Gani and Shah 2001). In a perception based study of HR heads of eighty four Indian organizations, Singh (2002) found high variation in the use of HR practices across different organizations. In their study of forty four large companies of various sectors, wongum, Larn and Jo (2000) found that involvement of various stakeholders in the strategic HRD process has a positive effect on perceived HRD effectiveness. The findings of recent study carried out by singh (2008) showed that the best HR practices have a positive relationship with organizational performance; motivational HR policies have a positive impact on generic performance, if HR polices are updated on a regular basis, there is high likelihood that the organization will be high on morale, adaptability, quality of product and services, learning and growth, and overall impact on industry. In an another study conducted by Purang (2008), it was found that there exists a positive relationship between the dimensions of HRD climate and the organizational commitment of the managers, the results of the study showed that four dimensions of HRD climate, viz, Career Planning, Employees’ performance appraisal, Job Enrichment and Organization Development were found as strong predictors of organizational commitment.

In a number of research studies, employees unions have been found to be mostly engaged with issues of compensation, working conditions, welfare and
they remained passive to higher order initiatives such as job enrichment, employee empowerment etc. In three studies conducted by Kandala (2001) it has been found that the relevant employee unions did not have major apprehensions which might constrain the implementation of strategic HRD practices.

HRD strategy integrated with overall Corporate Strategies is vital for overall organizational effectiveness. Such strategic integration refers to extent to which HRD system, processes and practices impact on strategic decision making and vice-versa. However, management practices based on appropriate management styles significantly and positively influence the organizational effectiveness. The four management styles viz. participative, altruistic, organic and professional, are the most desirable among the various management styles as these were four to have positive correlation with the largest number of indicators of organizational effectiveness (Khandwalla 1995). In view of such observations, such four management styles have been assumed as facilitators of HRD processes.

2.5 Conclusion:

The review of relevant literature and earlier researches in the forgoing paragraphs indicates that HRD practices have been well researched in various countries. The role of HRD professionals changed from a traditional emphasis on delivery and organizing training to a new focus on facilitating self directed individuals and team learning, empirical evidence of this change in roles, however, are not enough to make broad generalization.
The present chapter of this research endeavors to review briefly the related
literature only to substantiate the views of various experts of HRD and workers
training activity in an organization. Researcher does not claim to review all the
related literature in the context of the topic selected for the study. It is just an
attempt to take a glance at some important works done in the context of HRD and
training of workers.