Chapter 6

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Chapter 6

Summary, Major findings, Conclusion and Recommendations

6.1 Introduction

This is the sixth and final chapter of the research report. In this chapter, the researcher has presented the major findings of the study which is based on the analysis of the data, interpretation, conclusions drawn from the investigations and some suggestions. Before that, it is necessary to give a birds’ eye view of the survey of what has been discussed in the previous chapters. This will be followed by the findings that can be deduced from the study of the research topic. Finally, certain suggestions are made with a view to better situation in the entire organizations.

6.2 Summaries of the previous chapters

In the Part A of first chapter of the study report, the researcher has discussed the concept, scope and significance of Human Resource Development. Researcher has also discussed about the concept of training as an important element of HRD activities, significance of training as a important element of HRD activities, significance of training programmes in HRD activities and the role of training programmes in HRD activities.
In the second part i.e. part B of the first chapter researcher has discussed about the significance, objectives, scope of the study. The researcher has also discussed about research methodology of the study.

In the second chapter, researcher has taken a review of literature. A review of literature for a research project serves essentially the same purpose, as a road map for journey. The main goal to achieve in the literature review is developing knowledge and understanding of previous work or activity in regard to the topic. Therefore, in this chapter, the researcher has reviewed related literature on Human resource development. Total Quality Management, Kaizen etc. the review has been taken from published books, published articles of various journals, magazines etc.

In the third chapter, researcher has tried to explain the concepts of Total Quality Management, Quality Circles, and Kaizen etc. She has also highlighted the relationships between kaizen and Total Quality Management, Kaizen and Suggestion scheme, kaizen and Innovation etc.

In the Fourth Chapter researcher has highlighted the brief historical background of Pune city and profiles of the selected large scale industrial organizations. Researcher has discussed in detail regarding various training programmes and perceptions of management about these programmes; and also discussed on the other HRD aided activities of Kirloskar Oil Engines Limited, Sandvik Asia and Cummins India Limited.

In the Fifth Chapter, the researcher has tabulated the collected primary data. She analyzed the data and interpretations, conclusions have been made on the basis of analysis. The data was collected with the help of structured questionnaire, which was
divided into four parts i.e. i) Personal Information of workers (Part A) ii) Workers perceptions about training programmes (Part B). iii) Workers’ perceptions about HRD concept. (Part B). iv) Perceptions of workers about other HRD aided activities (Part D). Researcher has also stated the opinions of HRD regarding effectiveness of training programme.

In the Sixth and last Chapter researcher has highlighted the major findings and suggested some recommendations.

6.3 Major Findings

HRD practices of selected organizations focused on developing workers competencies and influencing workers behavior in order to satisfy workers’ needs along with accomplishment of organizational goals.

The researcher has found that higher attention has been paid to the HRD practices aimed at improving workers competencies i.e. training and development. All the other HRD aided practices or activities aimed at influencing workers behavior including work-life balance.

Perceptions of workers with respect to HRD activities have been found being influenced positively in all the organizations. The only way to ensure the cooperation of workers is to share with them the gains from productivity both in monetary and non-monetary terms. Recognitions and a sense of fulfillment supplement monetary rewards. An atmosphere of mutual trust, open two-way communication between management and workers, team spirit, genuine concern and commitment to HRD are the well known
principles for creating a healthy motivational climate. This is true in case of these organizations.

The challenges posed by globalization, liberalization, the new economic environment and global imbalance can not be handled effectively without empowerment of human resource. Hence, the HRD has to play crucial role in improving Product to be the core of a larger system known as HR system where HRD is mainly concerned with providing learning experience for the people associated with an organization through a behavioral approach adopting various process.

The individual is provided with learning experiences, such learning experiences are provided with the main objective of developing human beings for their advantage and producing their power - physical, mental and intellectual endowments and abilities for the growth of organization. In a broader sense, the term HRD means those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change. This is also true in case of all selected industrial organizations.

In the context of changing Indian economic scenario the role of the HRD through training programme can hardly be exaggerated. There are several obstacles in the way of Indian industries to give quality products and to face the global challenges. To face global competition, there is a need to improve efficiency and effectiveness of the workforce with the help of training under HRD activities. The selected large scale industrial organizations are not expected from this. New environment created by HRD calls for workers participation in management, increase in knowledge, skills, positive
approach to work, team work and effective communication and realizing one’s own potential. Researcher has found that all these factors have existed in selected industrial organizations.

The management of selected organization realized that, the HRD functions deals with human aspect where quality of workforce is important. It depends on achievement, orientation, motivation and skills of workers. HRD officers of selected organizations opined that, the role of management has become crucial here. Today organizations are spending lot of money on introducing various tools to achieve the various objectives of organization. Officers are further accepting that HRD concept has been playing very important role in changing Indian industrial scenario. Therefore, the concept of HRD can be studied from different angles. The researcher has selected for study one of the elements of HRD i.e. Training programme for the workers of shopfloor. Through this study researcher has observed some facts which are as follows.

6.3.1 Findings regarding socio-Economic condition of workers.

1) Majority of the workers are in the age group of 31 to 51 years. The Data covers different age groups. It is interesting to examine the attitudes, perceptions about training programmes from different age groups of workers. It helps to understand that, how new entrants in the organization look at these, training programmes and the workers are in the selected organizations for more than 10 years and also those who are nearing retirement. (Table No-5.1)

2) Majority of workers’ educational level is up to 12\textsuperscript{th} std. They are interested in taking new technical know-how and they are also curious to learn new technology.
Machine operators are enthusiastic to learn new American machine technology as these machines are imported from USA by the organization. Researcher has found that, attitude seems to be willing to change. It means they are favorable to training programme. (Table No-5.2)

3) Majority of workers have 4 to 6 members in their family. It means their family is having medium size. Many workers have two children in the family. (Table No-5.6)

4) Researcher has found that, majority of workers have income above Rs. 20000. At the time of interview many workers have expressed satisfaction about the income and incentives they are receiving from the company. Their view is that, company is giving adequate monetary rewards; hence, they work hard for the company. Through the personal discussions with the workers, it has been found that majority of the worker’s children are taking education in the schools or collages. Some workers have opined that, since they could not get higher education they want their children to be well-educated. (Table No-5.5)

In short, socio-economic profiles of the workers is of the middle age group. They are educated up to 12th std. Size of their family is limited. They are eager to give good higher education to their children. Most of the workers are belongs to higher income group and they are satisfied with the income, they are receiving.

6.3.2 Findings regarding perceptions of training programme.

1) Researcher has found that, majority of workers are positive about the necessity of training, they are highly benefited by training programmes. At the beginning, there
was resistance but gradually workers realize its importance. Researcher has also observed that every training programme helps them in increasing their knowledge, especially technical and also practical. Due to implementation of various training programmes there is an improvement in skills of workers. Training programmes help to change the attitude towards work, replied workers. Due to successful implementation of training programmes; work culture has also developed in the organization. It helps to increase productivity. Researcher has observed that, now the workers are in a position to fulfill their target before time and ready to do overtime, this has happened because of constantly implementation of training programs. (Table No-5.7 & 5.8)

2) Very few workers have opined that the objective of the training programmes have not been achieved yet but majority of workers replied that the objectives of training programmes have been achieved to a great extent. The objective like, knowledge update, improvement in quality of work, change of mindset etc; have been achieved to a great extent. Some workers opined that this new type of training programmes are based on the Japanese culture and also according to Japanese worker’s mindset; therefore, it is difficult for Indian workers to cope with these training programmes. These workers have also opined that human nature is not alterable and there is no use of behavioral approach in the training programme.(Table No-5.9 & 5.10)

3) Workers now realized the importance of hard work. Continuous training programmes have increased confidence and work can be done without rejection and fault. Because of increased confidence; workers’ productivity has also increased. The number of merited workers have doubled; merited after training programs. The
management of selected organizations have also encouraged their workforce by giving incentives, rewards etc. (Table No-5.11)

4) Researcher has found that the various training programmes have very perfect in improving skills inner potentials and attitudinal changes of workers. The objectives of these training programmes have been achieved to a great extent. It helps to improve the quality of work of the workers. The HRD officers also explained the HRD policy of the organization and the process of policy implementation at each level. Each worker has been taken into confidence, so their involvement in work has also increased; and it helps to develop good communication between workers and management. (Table No-5.13 & 5.15)

5) Every training programmes also helps to increase team spirit among workers. Majority of workers stated that due to training they can develops their interest in work and it gives them confidence, which release the stress or tension of work. (Table No-5.16)

In a nutshell, management of these organizations understand the need of upgrading potentials of workers on continuous basis. Now HRD officers are also able to identify potentials of workers and fast trackers through their assessment centre. HRD officers, analyze workers strengths and weaknesses and develop individual development plan and implement it. These potential leaders further take leadership role in the organization. They also have robust performance management system in a place; a tool for individual development and performance measurement. HRD departments of these
organizations have set higher targets of training hours every year and focus on developing workers in technical and behavioral competencies.

6.3.3 Findings regarding perceptions of HRD concept. (Part C)

In the fast changing business world, in every organization emphasis has been given on HRD activities. Because of rapid advancement in science and technology; every industry has to face challenges of globalization and liberalization, hence, the importance of HRD. Now here, the question is how the workers have realized the significance and concept of HRD. Therefore, some questions have been asked about the HRD concept; to understand the perceptions of the workers regarding HRD concept.

1) Researcher has found that, majority of the worker’s perception about HRD is positive. HRD programmes helps to increase the professionalism among workers. In the long run, it help to benefit the workers as well as organization. On the other hand; welfare amenities give short term benefits to the workers. No doubt, there is a need of welfare amenities but in modern times, there is also a need to go ahead from welfare programmes to HRD programmes. (Table No-5.17)

2) Researcher has observed that HRD activities help to increase productivity and efficiency of the workers and to reduce absenteeism of workers. Indirectly it is advantages to the workers and organization. Majority of workers believed in HRD programmes. It helps to create congenial atmosphere at the work place. Due to training programmes there is a change in total personality of the workers, so that there is a change in their quality of living and family life.
3) Total Quality Management has become a watchword of industry today. Survival and success of any business develop upon the quality of the product. Due to keen competition, every industry is trying to maintain quality of the product. Therefore, questions about the Total Quality Management, its objectives, nature have been asked to the workers; with a view to understand their perceptions regarding Total Quality Management (TQM).

   Researcher has found that, TQM implies increasing efficiency and productivity, developing human resources with co-ordinate efforts of the workers and management. The objectives of the TQM have been fully achieved by the management of these organizations, and it prepared workers to face competition. In every section of these organizations, the concept of TQM has been implemented. The TQM concept satisfies internal as well as external customers. In order to satisfy internal customers each workers have been well informed about the entire process of production. Because of this, every worker has understand the needs of internal customers and trying to satisfy them. This helps to increase and maintain team spirit and total involvement of each worker in the work process. Researcher has found that, workers are aware about TQM and its importance.(Table No-5.19)

4) One more important HRD activity is that the implementation of ‘Quality Circles’. Researcher has found that, every worker has participating in the Quality Circles. Every week a meeting is held and workers are participated in the discussions. It is a sort of participatory activity in which workers and management come to close and rapport is established; in order to take decisions about production process as per requirements. In the Quality circles workers are free to express their opinions.
Researcher has found that majority of workers have been benefited by Quality Circles. Quality Circles helps them to solve problems about new techniques, production process etc. the result is that workers are gaining knowledge and skills and their attitude towards work has been changed. Researcher has come to know that, now workers are able to finish their job target before time. This is due to principles of Quality circles followed by workers.

Researcher has also come to know that, in quality circles psychology of workers has been taken into consideration and then training has given to them. Quality circle is now a movement in KOEL which is centered on the improvement of workers as well as managerial performance at all levels. It has typically dealt with i) quality assurance ii) cost reduction iii) meeting production quotas iv) meeting delivery schedules v) safety vi) new product development and vii) productivity improvement. Management of the selected organizations has made efforts for Quality Circles. It has been directed also in such areas as education system development and cross functional development.

There are 10 to 15 quality circles in each selected organizations. Each circle consisted of one leader and about 10 workers. The leaders of these Quality Circles are knowledgeable and expert in the actual work area. Every leader of Quality looks after the training of its members; leads the discussions and records the suggestions. In every organization, training is given to the members of the quality circles on the techniques and tools relating to Quality Control and other requirements. (Table No-5.20)
5) The researcher has also observed that, the objectives of ‘Kaizen’ concept are to make changes in day-to-day working of the organization, according to changing situation. Majority of workers are now able to explain the concept of kaizen. Kaizen strategy helps them for solving complex problems in production process; and helps in self development. It also helps in behavior changes in the workers. (Table No-5.21)

6) It is not uncommon for the top management of these organizations to spend a whole day listening to presentations of activities by Quality Circles and giving awards based on predetermined criteria. Researcher has found that managements are willing to give recognition to every worker’s efforts for improvements and makes it concern visible wherever possible. Researcher has also found that often the numbers of suggestions are posted individually on the wall of the work place in order to encourage competition among workers. Thus, through suggestions workers can participate in kaizen strategy in the work place and play a vital role in upgrading standards. The kaizen strategy implemented in workshops has also proved that it is a good tool for solving complex problems about production process and good channel of positive communication in the organization. (Table No-5.20 & 5.21)

7) It is found that, due to counselling service, workers are now able to solve personal and job problems. Counselling makes them to enable to think and make decisions, that are right for them and helps them to tune with changing attitudes towards authority. Researcher has also observed that counselling service provided by
selected large scale manufacturing organizations helps to reduce the level of anxiety a worker has, when confronted with a stressful situation.

Researcher has an experience that, people working in other industrial organizations often feel that, their potential is not fully tapped. But in these organizations when the counselling service is introduced, those workers have contributed much more and in the work process also achieved personal growth. (Table No-5.23)

8) Researcher has observed that, Best House keeping training gives awareness to workers about cleanliness of working place. Through this training programme they learned how to keep machines clean and keep it in order. Because of this training programme workers are now able to save time and energy. Every worker has got knowledge of cleaning of machinery and proper arrangement of frequently required tools at work place. Due to this, the problems of breakdown of machinery have been reduced. (Table No-5.24)

6.3.4 Findings regarding other HRD aided activities (Part D)

1) The HRD aided activities like ‘Effective living’ and ‘Personal Excellence’, and ‘High Potential Awareness’ training programmes have benefited to the workers. These training programmes have created positive attitudinal change, sharpened behavioral skills and they have also created concentration power of workers. (Table No-5.26)
2) It has been observed that, because of ‘High potential Awareness’ training programme, there is a great enhancement in the personal effectiveness of high potential, and created efficient work environment. This type of training programme has been installed a sense of ownership and accountability in the minds of the workers. Researcher has found that every worker has now displayed positivity at all times and also created innovative insight in the workers. (Table No-5.27)

3) Researcher has observed that, assertiveness of workers have positively been affected due to ‘Personal Excellence’ Training programme. Due to implementing this concept; conflict management has been positively affected and now workers are able to manage any kind of stress effectively. (Table No-5.28)

6.3.5 Findings for Objective No 3 i.e. perceptions of the workers and HRD officials to the HRD programmes.

1) Heads of the HRD Department opined that training for workers have become watch ward of today’s global business world. There is need to impart training to every worker in every industrial organization. The success of the whole Total Quality Management, Kaizen Strategy etc., depends on the change in attitude and behavior of the workers. Regarding cost-benefit aspect of the training programmes, Head of the HRD Dept. opined that, Cost-benefit received, are much more. They further opined that, due to success in Total Quality Management, we are in position to received ISO certification and other awards and the credit for this goes to all workers.
To the question on measurement of productivity and efficiency of the workers, they stated that, supervisor of each section submits weekly report of every worker as production target, for specific period is given for that and work performance is assessed on the basis of it.

According to head officer the important objectives of training programmes through HRD activities are to increase knowledge, skills of the workers and to bring about change in the attitude of the Trade Union is also positive of such training programme. The percentage of workers absenteeism is very low. Merited workers are given rewards, prizes, There was no single day strike in the working of the these organization, stated Head officer of HRD Dept.

2) According to Training officers, various training programmes gives confidence to workers and helps in achieving production targets. It has been realized that workers are now started thinking in terms of quality of product. Training officers further stated that there is a need to give continuous training to the workers. According to training officers, compared to benefits received, the cost of the training programme is on TQM to bring about change in the attitude of the workers. According to training officers, they are successful in changing attitude of workers, and now workers are giving full cooperation and participated. It is also observed that Trade Union leaders attitude is positive to training programmes; therefore, it becomes possible to find out the way in order to solve the problems of workers with the difficulties of management. Training officers opined that, success of ISO certification is due to full cooperation given by the workers. Therefore, training
programs play an important role in perpetuating work culture in the entire organization.

3) Quality Inspectors opined that, there is a need of training programmes to face the challenges of globalization and changing economic environment. Each section of the organization has succeeded in achieving production target before specific time. The objectives of the training programmes are to create a sense of awareness, involvement, commitment and ownership among the workers. Quality Inspectors further stated that, workers are now thinking that, the work which I am doing is not only satisfy my ‘boss’ but also it gives satisfaction to me. This attitude is created by training programmes. The training programmes are also helping in improving the quality of work and living of the workers.

### 6.3.6 Other findings

1) Researcher has observed that HRD activities of KOEL help to increase productivity and efficiency of the workers and to reduce absenteeism of workers. Indirectly it is advantageous to the workers and organization. Majority of workers believed in HRD programmes. It helps to create congenial atmosphere in the work place. Due to training programmes there is a change in total personality of the workers, so that there is a change in their quality of living and family life.

2) The researcher has observed that, in these selected organizations the members of Quality Circles, are also given an exposure to new and exciting sets of experiences, separating a problem into a vital few and trivial elements analyzing the problems, opposing remedies and testing their effectiveness. A coordinator known as
facilitator is chosen to coordinate the work of various Quality Circles. A steering committee is formed by the management for the guidance of Circles. With senior officers from the different sections as members of the steering committee, it becomes the focal point of the whole organization. It gives overall direction, lays down policies and procedures of the programs pursued by the Quality Circles; and maintains due control for proper implementation of the suggestions; besides rewarding excellence of work done by the Quality Circles.

3) Researcher has observed that in selected organizations the Quality Circles differ radically from the traditional techniques of manpower development. It works from ‘bottom up’ approach. Since the system of Quality Circles is based on constructive participation of both-management and workers, several tangible and intangible benefits follow. Some of the tangible benefits are improvement in job process, high efficiency of workers and reduced cost. It also recognized and taped the intellectual potentials of workers and it provides an opportunity for self-respect and achievement at work.

The intangible benefits include-enhancement of morale of worker, their willingness to take higher responsibility, improvement in communication, team spirit, increased sense of belongingness to the organization and above all ‘self education’.

4) Researcher has found that, ‘Self Inspection’ training helps to the worker to assess himself, which in turn helps to change his attitude towards work and make him quality-conscious. The training of ‘self Inspection’ also helped workers to understand responsibility towards organization and created awareness about inner
potentials. Many workers stated that, due to changed attitude they are getting job satisfaction.

In a nutshell, all the HRD activities and training programmes of these selected organizations, planned and aimed at enhancing skills, self concepts, confidence, motivation, moral values, relationships in family and outside of the family, aspiration, anxiety level, stress response and coping with all the organizational strategies are all taken through the medium of training.

6.4 Suggestions

The researcher has to give suggestions or recommendations. These suggestions are generally given at the end of the report. Any research is undertaken with some objectives, which are generally the solutions of the certain problems. The report shall be meaningless, if it does not contain suggestions. Therefore, the researcher has given some suggestions which are as follows-

Because of globalization and keen competition, advance in science and technology and business environment, HRD professionals have to face challenges. Today every organization is facing the need to improve quality and reduced cost and need to become learning organization. People in the organization should be the main focus and attention should be given in equipping their employees to meet the challenges.

1) Management of each organization need to adopt an affirmative action strategy to identify, diagnose and analyze such kind of barriers that may inhibit the smooth flow of multidirectional employee communication in various matters. As well as to
identify the propitiators to effective communication; understanding of which may be utilized as gateways to facilitate the effectiveness of employees communication in multiple ways.

2) The changes in the economy have necessitated the Indian industrial organizations to look for the continuous improvement in their HRD systems and implementation process. The HRD practices are a strong predictors of organizational culture in industrial sector; in India there is ample demonstration of meaningful relationship between HRD practices and organizational culture. All these ideas need to be taken into account while moving further to develop HRD system and processes.

3) There is dire need to make a number of research endeavors in diverse cultural settings in order to synthesize or integrate the conceptualizations developed by earlier researchers. More culture-specific HRD climate surveys are also needed. In the wake of ever changing scenario, the process of improving HRD systems and implementing process will have to be continued.

4) Greater information sharing with the workers, increasing workers’ participation in decision making, greater job involvement, workers’ feeling of adequate job satisfaction, delegation of authority and thus granting to the workers more autonomy to work, focus on job enrichment programme etc. positively contribute to workers empowerment.

5) In the light of aforementioned observations, these should be focus on improvement in workers communication and workers’ empowerment processes in order to ensure
to higher level of training effectiveness and thus, to increase the changes of having enhanced level of organizational effectiveness.

6) Changing demographic composition of today’s workforce along with transforming psychological contact has brought substantial change in the expectations of workers. They may not now expect to get a ‘job for life’ but a job with adequate focus on personal life. Management need to realize that, in order to thrive and succeed; they need to reinvent themselves in terms of offering to their workers the opportunity to attain an all round (Physical, mental, intellectual as well as emotional) sense of growth and contentment.

7) Today’s workers very much believe in the principle of give and take where contributions are made in exchange of inducements. Thus, they shall get adequate returns for consistently contributing towards organizational goals. But the HRD department today needs to be very cautious while designing its HRD. System and must not blindly copy practices from other foreign organizations, (especially Japanese organizations) they must be properly aligned to organizational needs and contingencies.

8) There is a great need to balance the pure economic orientation of business organizations with workers who are both economic and social actors. Management cannot afford to either neglect or underestimate the impact of change in the workforce demographics and psychographics.

9) Performance review, arousal is essential to assess individuals training needs. Because in an increasing globalizing environment, if organization do not satisfy to
worker, somebody else will perform it. Hence, assessment review should form important component of HRD and should receive priority and it should be made rigorous. Periodical surveys of customer’s satisfaction are needed to make changes required in product.

10) There is a need for feedback surveys to evaluate the success of training programmes. There is also a need to have intellectual partnership between educational and training institutes, management institutes, business experts and government. It is now for management teachers, researchers, consultants to plan HRD polices and help the workers in responding to changes with confidence.

11) Micro level studies regarding HRD programmes of various organizations should be undertaken. It will help organization to examine, whether they are successful or not. Research and Development department can take such research projects and encourage workers.

12) It should be noted that many small improvements are preferred to a single, major improvement. Kaizen is a motivational system. Its primary aim is to achieve hundred percent motivations in the workers and create an atmosphere that encourages continuous improvement. Kaizen strategy also deals with feeling that need to be carefully nurtured by management.

13) Quality and productivity is the result of accumulation of a large number of small improvements taking place, continuously. This process of improvement is calling ‘Kaizen’. Significant improvements can be achieved through Kaizen without any investment or little investment. Before taking up improvement through huge
investment, an organization must exhaust all the possible ways of improvement through Kaizen process.

14) While formulating performance appraisal system, it is important to ensure that it should not only serve the purpose of a genuine appraisal and be relevant to the job performance, but also be directly observable, variable and measurable.

15) As in any other field, so in HRD, specifically in the post-performance appraisal period, counselling is a means and not an end in itself. It could be an extremely vital means of creating integration and a sense of productive involvement amongst the working community of the organization. For the success of such an exercise, it is a pre-requisite of the workers to be given counselling only if he seeks it or else, it will reap little well.

To conclude, the organizations of the future need to know that the competitive edge they have in today’s market place is their personnel. In the past, people and personnel were seen as expenses that must be minimized and controlled. In the context of emerging human resource models, workers or employees have to be viewed as assets that require investment. A department from the traditional HRD approach to a more strategic and result-oriented HRD approach is the need of the organization. Such an approach should focus on the following aspects-

   a) Workers-oriented polices with equal concern for task and welfare of the workers.

   b) Developing a sense of mission, action and worker loyalty at all levels,
c) Incorporating technological ‘Know-how’ and ‘know-why’ through HRD mechanism like self Inspection, TQM, and other attitudinal training, skill orientation and inter-organizational linkages and collaboration.

d) Professionalization of managerial practices and development of a positive attitude for TQM including quality of work-life.

e) Human resource accountability through divisionalisation of organizational units.

f) Development of managerial ethics.

g) Promotion of customer-orientation consciousness.

In a nut shell, a flexible and dynamic Human Resource Development system will allow organizations to treat individuals as unique contributors and to reward them on the basis of their particular skills.

6.5 Conclusion

Human resource development activities of selected organizations have focus on developing workers competencies and influencing workers behavior in order to satisfy their needs along with accomplishment of organizational goals. The results reveal that higher attention has been paid to activities aimed at improving workers competencies. The results show that quality of work life is adopted in the selected organizations surveyed.

The perceptions of workers with respect to HRD (Training) activities and its effectiveness have been found being influenced positively. Effectiveness of workers’ training is a well recognized factor in determining the HR effectiveness with which an organization performs as a whole. Study consistently finds that HRD supported activities,
by which workers bolster an organizations' total effectiveness. Training programmes of these organizations positively influenced on intra-personal, inter-personal, organizational, physical and technological factors.