Chapter - VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
Findings

As many as 80 per cent of the employees of TNSTC, Nagercoil, are in the age group of 31-60 and they are mature and experienced in life. The respondents to the researcher’s study have been drawn from the cross section of the staff of different categories. They may be accepted as representative sampling. Majority of the employees are graduates, and the others have school-level education. Married employees constitute themselves 82.3 per cent and 62.8 per cent of the employees have a maximum of the five dependants. The income of the majority of the employees varies from Rs. 5001 to Rs. 10,000 and 91.4 per cent of the employees are males.

The researcher has found that the employees who have up to five members in their families have higher opinion about human resource development practices than the employees who have more than five members in their families.

The married and unmarried employees do not approach human resource development practising mechanisms on the same line. The married employees have higher opinion about such mechanisms like training, human resource development, human resource development climate,
organizational policy, labour welfare, human resource development climate in industrial relations, counselling and career development, rewards and benefits and over all human resource development practices than their unmarried employees. However, they do not have great appreciation for induction training, performance appraisal, human resource development department (Personnel department), inter personal relations, job nature and other human resource development practices.

The training supervisors having greater perception of training, had specially drawn the attention of the researcher. As becoming of them, the training supervisors have greater perception of training than those of other categories. The same is in case of performance appraisal, counselling and career development, human resource development department (Personnel department), inter-personnel relations, job nature, and overall human resource development practices. Officers of the organization are also superior to other groups of employees in perception of induction training, human resource development climate, inter-personnel relations, rewards and benefits. Employees belonging to administration wing perceive well human resource development, human resource development climate, labour welfare, human resource development climate in industrial relations and other human resource development practices. Technical employees have a high level of understanding of organizational policy. And the contingency employees do not have poor opinion about the nature of their job.
The longer the work-experience better is the perception of human resource development mechanisms. The employees with experience of 15-20 years have greater perception of induction training, performance appraisal, human resource development, human resource development climate in industrial relations rewards and benefits, nature of job and overall human resource development practices than others. Employees with such long experience have high opinion about counselling and career development. Employees with 11-15 years of experience have higher level of opinion about induction training, human resource development, human resource development climate, labour welfare, human resource development climate in industrial relations, counselling and career development and other human resource development practices. Employees with 6-10 years of experience have higher level of opinion about induction training. And also the study shows that employees do not have great opinion about organizational policy, human resource development department (Personnel department) and inter-personnel relations.

The analysis of the data shows the post-graduate employees differently. They cherish high opinion about training, performance appraisal, human resource development climate in industrial relations, human resource development department (Personnel Department) and labour welfare. But graduate employees give importance to human resource development climate and labour welfare. The graduates in engineering find rewards and benefits as greater aspects in TNSTC, Nagercoil. The
employees with ITI/Diploma qualifications have high opinion about human resource development, organizational policy, counselling and career development, inter-personnel relations, job nature, other human resource development practices and overall human resource development practices. And also employees do not have great opinion about induction training.

It is found from the analysis of the data that there is a significant association between the age of the respondents and the HRD components of training, human resource development, labour welfare, human resource development climate in industrial relations, counselling and career development, human resource development department (Personnel Department), rewards and benefits, job nature, other HRD practices and overall HRD practices. And also there is no significant association between age and HRD components of induction training, performance appraisal, human resource development climate, organizational policy and inter-personnel relations.

It is found from the analysis that there is a significant association between the income of the respondents and the human resource development components of training, human resource development, organizational policy, labour welfare, human resource development climate in industrial relations, counselling and career development and human resource development department (Personnel Department). And also there is no significant association between income of the respondents and the human resource development components of induction training, performance appraisal and human resource development climate.
The analysis also brings to the fore the significant association between the gender of respondents and the various human resource development components such as induction training, human resource development, human resource development climate, labour welfare, human resource development climate in industrial relations, counselling and career development, human resource department (Personnel Department), rewards and benefits. But it does not show any significant association between the gender of the respondents and the other human resource development components like training, performance appraisal, inter-personnel relations, job nature, other human resource development practices and overall human resource development practices.

The effectiveness of human resource development practice is remarkably high in TNSTC, Nagercoil, through its component of training. TNSTC, Nagercoil, has a well-designed and widely-shared training policy. Adequate facilities are given to the managerial staff to develop their managerial capabilities. Training programmes formulated to develop understanding and skills of the employees are conducted in the organization. External training programmes are chosen very carefully, and senior managers are eager to help the juniors through training to develop themselves. In TNSTC, Nagercoil, the management gives importance to workers’ training. Sponsorship for training programmes is carefully identified and the sponsored employees take their training seriously. The employees adequately develop their competence through their training in
human skills and human relations. In TNSTC, Nagercoil, multi-skill training to workers is not common and as such retraining is very rare. Employees are not helped to acquire technical skills and knowledge through training properly.

Human resource development effectiveness is remarkably high in TNSTC, Nagercoil, especially in its conduct of induction training. Senior executives and officers take interest in induction training programmes. Induction training provides opportunity to new employes to comprehensively learn about TNSTC, Nagercoil. The new employees find induction training very useful, and it is in sufficient duration and is well-planned. In induction training, senior executives and officers are highly involved, and it is periodically evaluated and improved by the management.

In adopting human resource development approaches also, TNSTC, Nagercoil, stands remarkably distinctive. Regarding human resource development approaches, the workers of TNSTC, Nagercoil, think that worker development programmes help them grow. Job rotation in this organization facilitates employee’s promotion to higher levels. The management, on its part, takes the feedback from employees seriously and use the same for developing the organization. The management has won the goodwill of the lower level employees, and junior employees make use of the authority that the senior officers have delegated to them for their development. Worker’s development plans in the organization are not devotaied with its business strategies.
Supervisors know that improvement in the life of workers leads to improvement in their discipline and, in its turn, the discipline makes their work easy. The management also feels that the workers' development improves their efficiency. The management believes that workers' development results in their sophistication. Therefore the top management of TNSTC, Nagercoil, takes efforts to identify the potential of employees and utilize the same to develop the workers. The management is willing to spend considerable part of its time and other resource to ensure the development of workers. However in TNSTC, Nagercoil, workers are not sponsored for higher studies. Workers do not seem to have understood the vision, mission and the purpose of the organization. Worker's development practices do not provide them with opportunities to learn. Skills required to reach higher levels in different trades in this organization are not clearly defined and the workers are afraid that the worker development practices will result in their job dislocation.

Effectiveness of human resource development is remarkably high in TNSTC, Nagercoil, in the prevailing human resource development climate. Due to human resource development climate, in TNSTC Nagercoil, employees are not afraid to express their views and feelings to their supervisors and their subordinates. The climate encourages employees to make initiatives and do things without having to wait for instructions from supervisors. The supervisors point out to the workers their weaknesses in a non-threatening way. Employees are in a conducive
situation to discuss their problems with their superiors and try to solve them. Delegation of authority encourages juniors to shoulder responsibilities in the organizations. TNSTC, Nagercoil, has a climate which is encouraging to the workers to acquire or create services within the organization and also which is favourable to employees to find out their strengths and weaknesses.

The psychological climate in TNSTC, Nagercoil, is very conducive to employees for developing themselves by acquiring new skills and knowledge. The employees quite often organize social and cultural activities and programmes. The top management goes out of its way to make sure that the employees enjoy such activities and programmes. The top management also shares the business plans and organizational performance with workers on a regular basis. Line managers provide the right climate to implement new ideas by juniors. Employees, returning from training, are given adequate free time to plan improvements in the organization.

However the workers in TNSTC, Nagercoil, are not in a favourable climate to experiment with their new methods and try out creative ideas. This is so because the workers do not get chance to interact with the top management directly. Erring employees are not always made to understand the mistakes and correct themselves. Workers' zeal to learn is also not great.
Human resource development effectiveness is remarkably high in TNSTC, Nagercoil, through its component of organization policy. Regarding organizational policy, personnel policies of TNSTC, Nagercoil, facilitate employees' development. Outsourcing is not encouraged even though casual workers are preferred. Separation of workers from one another is seen as a move to improve organizational efficiency. The workers who perform well are retained in the organization. In TNSTC, Nagercoil, workers are not involved in decision-making process. The norms and values of this organization are not clearly explained.

TNSTC, Nagercoil, ensures employees' welfare to such an extent that the employees can save a lot of their mental energy for work. Suggestions to promote employees' welfare are accepted by the organization. The floor of the workplace is neat and tidy. The education of workers' children is systematically encouraged. Medical facilities are made available to the family members of the workers.

Human resource development effectiveness is considerably low in TNSTC, Nagercoil, in its way of practice of labour welfare. Regarding labour welfare, in TNSTC, Nagercoil, workplace does not have sufficient lighting and ventilation facilities. General health standard of workers is not satisfactory and also their families' needs and concerns are not given due attention. Workplace atmosphere in this organization is noisy. This organization does not have sufficient number of toilets, washrooms, water cooler and the other basic infrastructure facilities.
Regarding human resource development climate in industrial relations in TNSTC, Nagercoil, industrial relations climate is conducive to promote worker development. Labour laws have their significance on worker development, but their role is limited. Trade unions think that worker development results in better awareness among workers of their rights. Industrial relations related work stoppages are prevalent in this organization. In TNSTC, Nagercoil, inter-union rivalry is there and also union-management relationship is not free from conflicts.

The effectiveness of human resources development practice is conspicuous in TNSTC, Nagercoil, through its role of HRD Department. The employees in the HRD Department are well trained and competent to undertake worker development. They actively review each appraisal and discussion with line managers, and then pursue worker development effectively. The department provides adequate feedback to the line managers on rating behavior of employees. The Department does not take any efforts to identify the training needs of employees seriously. It is not adequately equipped with resources like man power, finance and other facilities for the purpose.

The effectiveness of human resource development practice is very high in TNSTC, Nagercoil, regarding the relations between the employees. The employees in the organization trust each other, are informal and helpful to each other, and do not hesitate to discuss their personal problems with their supervisors. Quality circles and problem-solving teams have been formed and used by the organization.
All the members have higher level of team spirit towards the goals of the organization.

In its way of awarding rewards and benefits also, TNSTC, Nagercoil, shows a remarkable degree of effectiveness of human resource development practice. As for rewards and benefits, the organization finds it difficult to protect workers' wages in proportion to rise in cost of living but it pays them attractive allowances. Wages to workers in this organization are the best compared with those in other industries.

In TNSTC, Nagercoil, there is no mechanism with the management to reward any good work or contribution made by employees. Workers are not satisfied with their wages. Workers' duties are routine in nature in TNSTC, Nagercoil. Jobs in this organization require application of workers' mind. Management of works is not vested with workers.

Another activities of the organization in which human resource development practices are remarkably high is its practice of counselling and career development. Future plans concerning these two fields are made known to the managerial staff to enable them to develop their juniors and prepare them to shoulder greater responsibilities. Career opportunities are brought to the notice of the juniors by the senior officers in this organization and also seniors guide their juniors and prepare them to shoulder future responsibilities. The organization has opened up career path to employees, and it provides them with opportunities to try out what they have learnt during their training.
However the organization does not follow any written policy on career progress of workers. A system to identify suitable workers for assuming higher positions in future is also not in place. Promotional techniques used by the organization does not ensure the suitability of the promotee.

Performance appraisal system is yet another field which reflects the high standard of the organizations' effective human resource development practice. The present system followed by the organization does not help the appraisers to have a clear joint understanding of each appraisee's job. They do not take special efforts to be objective in their appraisals either.

The reviewing officers do not take the appraisals very seriously and educate their subordinates. Supervising officers do not appreciate the employees who do good work. The appraisal data are not so much used as inputs for recognition and encouragement of high performers and appreciation of their desirable behaviour. Periodical orientation programmes are not very well conducted to explain the objectives and other details of the appraisal system.
SUGGESTIONS

Following are the researcher’s important suggestions to improve HRD practices in TNSTC, Nagercoil.

1. If multi-skill training programme is added to the existing training programmes, the employees will be able to do all technical works and thereby improve their manpower capabilities. Multi-skill training can be given to all technical staff in different technical divisions.

2. All the employees can be given retraining in trades in which they have already been trained. Such training will improve their skill, knowledge, aptitude and talents, and they will cherish high values. All this will make TNSTC, Nagercoil, a highly successful organization.

3. Trainers and training officers may help the trainees acquire technical skill and knowledge enthusiastically. To help trainees to acquire technical skill and knowledge and to help trainers to become good trainees supportive environment may be created in the organization. Such supportive environment will help the trainers and the trainees understand each other, and the trainers can help the trainees understand and learn the themes of training very well.

4. The organization may formulate a new HR policy with the existing HR policies to promote workers’ education. Employees with high educational qualifications enhance the prestige of the organization. The organization may take this aspect into consideration and sponsor more employees for higher education. Employees with ITI background can be sponsored to polytechnical
institutions and those with diploma qualifications can be sponsored to engineering colleges to improve their educational qualifications.

5. The organizational environment may be changed to provide opportunities to all employees to understand their role and their importance and to understand the goals of the organization. In order to help employees understand TNSTC, Nagercoil, well, learning atmosphere must be developed by the top level people with the help of supervisors in various departments.

6. Each job requires specific skills on the part of the employees concerned, and they go up on the ladder of progress by acquiring such skills. Skill development is the ultimate aim of all HRD practices. The required skill level to reach high level must be clearly defined by the HR Department. The employees must be able to identify their actual skill and that will stimulate them to improve their skills. Regarding this, skill-mapping can be prepared by the HR Department for each and every employee in TNSTC, Nagercoil.

7. Organizational environment plays a vital role for the success of the organization. In TNSTC, Nagercoil, the environment may be changed to make it conducive to the employees to experiment their methods and try out creative ideas. This will help the employees conceive new ideas with a view to achieving excellence.

8. The management will do good if it interacts with employees in organizational matters. When it does so, it gets the correct idea about the needs of employees. Employees can also be allowed to participate in decision-making especially in making the decisions affecting them. Such a
type of practice will change the attitude of the employees positively towards the organization, and promote the organization's growth.

9. The management may clearly explain the organization's norms and values to all its employees. This can be done through a few awareness programmes. At such awareness programmes, printed pamphlets containing the instructions, norms and values of the organization can be distributed to all employees.

10. As for labour welfare, a few more steps may be taken by the management. Proper facilities can be created, especially such to improve the existing ventilation and lighting. Attention should be paid to employees' general health standard. Labour welfare may be extended in its structure and functions to the employees' families as well. If possible a few family counselling centres may be established in all branches.

11. Some of the workplaces and halls are very noisy. Sophisticated technology may be adopted to reduce or avoid excessive noise. The basic infrastructure of TNSTC, Nagercoil, may be improved, particularly facilities like toilets, washing rooms and water coolers.

12. Cadres and leaders of all trade unions can maintain good relationship among them. All trade unions may have some common objectives towards employees' development in TNSTC, Nagercoil, and also each one can think and perform different valuable activities regarding employees' development. They can establish primary schools for the children of transport employees and create housing facilities, recreational facilities and so on.
13. The management can establish and maintain good relationship with all trade unions connected with it. It may also recognize all registered trade unions, and thereby avoid doing what is described as partisan treatment of trade unions. It is found that the management is always favourable to the trade union, affiliated to the ruling party. Such a type of partisan supportive activities may lead to misunderstanding between other trade unions and the management. Trade union leaders are also interested in understanding the problems of their organization. The management can provide opportunities to the trade union leaders to know the problems of the management. By this way of transparency, conflicts can be minimised between unions and the management.

14. Existing Personnel Department may be changed into Human Resource Development Department or a division of it may be changed into a unit of human resource development activities. The management can give importance to employees' development. Human resource development department can be fully equipped with necessary resources of manpower, finance and other facilities for the purpose of human resource development activities.

15. Human resource development basically depends on the important mechanism of training. Mere provision of training to employees will not serve the interests of the organization. The effectiveness of training is directly related to the activities taken up by the management in order to identify the needs of training to the employees. For identification of training needs, systematic procedure has to be adopted by competent people. It is
difficult to the people who are now engaged in personnel administration or human resource development activities. So a few members of the personnel administration or human resource development activities may become qualified employees with diploma in training and development from Indian Society for Training and Development. Training needs can be identified by the training experts with the support of supervisors concerned in various departments. By this method training needs can be properly identified and it can be rectified.

16. Introducing a system of rewarding good workers for their valuable contributions to the organization will act as incentive to others and will motivate them to perform their duties better. What motivates any employee is monetary reward and money-related factors. If all the employees are paid very well, they will contribute their best to the organization, and the organization will grow. Regarding wage revision, the cost of living and the employees' demands may be taken into account.

17. Workers may be permitted to do their works in their own style. Because they only know the means by which they can complete the work easily. And also such a type of freedom given to workers to take decisions about their works will give great responsibilities to them. And they will feel that they are also important and responsible to the success of the organization.

18. The organization may clearly specify the career progress of the employees. On their part, the employees may follow the path of progress designed by the management and move to higher positions. The management
may adopt prmotional techniques based on the suitability of the promotees. A proper analysis may be conducted by the existing Personnel Department with the help of the supervisors to identify the persons who are suitable for higher positions.

19. One of the best approaches to motivate employees towards the goals of the organization is performance appraisal. Regarding performance appraisal, all the reviewing officers may be instructed by the top management to do the performance appraisal seriously and also try to educate each of their subordinates to rise to the expected standard of performance. All the supervising officers in TNSTC, Nagercoil, can be directed by the top managerial people to appreciate the employees who do the work sincerely and perfectly. And also the appraisal data can be used for the recognition of high performers. The results of the performance appraisal may be intimated to each and every employee in the organization in a conducive manner and the appraisers may explain to the employees their weak areas and help them reach the prescribed standard. Definitely this will be one of the best methods to develop human resource development in TNSTC, Nagercoil.

20. The management may revise its present modes of human resource development according to the real demands of its employees. This can be achieved as per the advice of human resource development consultants and also Government authorities. Employees' attitudes are directly influenced by the policies which their employers adopt. If the employer's policies are not pleasing to the employees, the latter's performance of their duties may
fall short of expectation. So the policies can be changed towards the creation of positive attitude among the workers with the ultimate aim of the development of the organization.

21. For induction training programmes, top management can appoint a few mentors in various departments. All the members must have been properly trained by a few experts having high skill in induction or orientation programmes. During induction training a few more general awareness programmes can be given to the protege to understand the organization very well.

22. Managers can buy the muscular motions of employees' but cannot buy their enthusiasm and aptitude. Man is a psychological being. If employees' psychological needs are properly identified and met by sufficient means, their contribution will definitely be great to the development of the organization. In TNSTC, Nagercoil, proper psychological atmosphere can be provided by the management. A proper psychological atmosphere is at the root of human resource development. If employees' interests, moods, desires and frustrations are identified and the needful is done by the management, better human resource development climate can be developed and maintained to support the long-term benefits of TNSTC, Nagercoil.

23. For the development of any kind of organization, it must provide all those connected with it a good and conducive climate. The personnel can have allround development in such a climate and lead the organization to greater heights. Such a type of environment can be introduced in TNSTC, Nagercoil, by providing freedom to all employees on their jobs, such as
taking decisions about their jobs and flexi-work procedure but they must be under some control, so that they will be disciplined and will finish the tasks within the prescribed time. This process will further stimulate the enthusiasm of the employees.

24. Man is a rational being with the capacity to think, do and feel, and so he needs a rational atmosphere. The management of TNSTC, Nagercoil, can create such an atmosphere in which employees can think about themselves, and the organization can do well things for its success.

25. TNSTC, Nagercoil, can practise good human resource development practices by improving the commitment of the employees to the organization, acceptance of its goals. Human resource development practice can be improved by performance consulting a process in which a trainer and the organizational client work together to boost workplace performance in support of business goals.

26. Human Performance Technology (HPT), the science and art of improving people, their processes and performance, can be used as diagnostic strategic tool for improving workplace performance. Analyses performance problems and their underlying cause describe exemplary performance and success indicators. It is the systematic process of linking business goals and strategies with the workforce responsible for achieving the goals. By using the HPT model, the organization can fine tune internal systems and processes and maximise their human capital.
27. Human resources of TNSTC, Nagercoil, can be developed and retained even in future by changing the organization into a learning organization. It will help improve values, and supports continuous improvement and life long learning for all members of the organization. It involves the belief and practice that individuals and teams can learn continuously and foster the organizations' competitive advantage.

28. Human resource development practice can be effectively practised by providing Quality of Work Life to which all members of TNSTC, Nagercoil, are able to satisfy important personal needs through their experience in this organization.

CONCLUSION

The researcher’s aim throughout the study has been to examine how far TNSTC, Nagercoil, has made use of its human resources for its development, growth and service to the society. He has arrived at the conclusion that TNSTC, Nagercoil, makes good use of human resources available at its command. Though the practice of tapping human resources for the development and growth of an organization, to which the humans whose resources are tapped belong, is about half a century old in the industrialized West, this practice started catching up with organizations in this country only in the recent past. However the degree of progress in the practice of human resource development practices by organizations, especially those which face stiff competitions, is astoundingly great.
The Nagercoil unit of Tamil Nadu State Transport Corporation (TNSTC), unlike in the first three decades of its operation, has also been facing competition, though on a lower scale. As a general rule the fittest only survive in the competitive world. TNSTC cannot be an island and so it requires a highly resourceful workforce to outsmart its fellow competitors and forge ahead.

TNSTC's clients are the travelling general public. So the organization has to design its operations in such a way so as to attract this section of the people. It is in this field that the practice of human resource development helps the organization. All the components of human resource development help shape a workforce to meet the competition from the private transport providers and also transport corporations of neighbouring states.

Great and new ideas originate only from resourceful men and women. The innate resourcefulness in every individual needs whetting, and the whetting could be done only when such resourcefulness is identified. It is this that the human resource development practices aim to at doing.

When the human resources of every member of TNSTC, Nagercoil, are actuated and made use of, the beneficiaries will be the travelling public of Kanyakumari district. They will be provided with better buses and more efficient and committed crew for each of the buses. More new routes will be brought under bus service. The corporation itself grows to new heights while these processes go on.
HRD PRACTICES IN TNSTC, NAGERCOIL

Questionnaire

Socio-Demographic Particulars:

1. Age : Up to 20/20-30/30-40/40-50/50-60
2. Gender : Male/Female
3. Designation : Driver/Conductor/Technical/Administrative/
    Officer/Technical Supervisor/Training Supervisor/
    Contingency
4. Marital Status : Married/Unmarried
5. Experience : Up to 5 years/5-10 years/10-15 years
    15-20 years/20-25 years/Above 25 years
6. Qualification : Below SSLC/SSLC/+2/B.A/B.Sc./B.Com/
    ITI/Diploma/BE/B.Tech/MA/M.Sc/M.Com Others
7. Income : Up to Rs. 5000/5000 - 10,000/10,000 - 15,000-
    15,000-20,000/20,000 - 25,000/Above 25,000.
8. Dependents : Upto 5/5-10

Please, indicate the extent to which each of the following statements
match with what you observe in your organization by ticking in the appropriate
column. Use the following five points for rating.

<p>| | |</p>
<table>
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<tbody>
<tr>
<td>5</td>
<td>Almost always true.</td>
</tr>
<tr>
<td>4</td>
<td>Mostly true.</td>
</tr>
<tr>
<td>3</td>
<td>Some time true.</td>
</tr>
<tr>
<td>2</td>
<td>Rarely true.</td>
</tr>
<tr>
<td>1</td>
<td>Not at all true.</td>
</tr>
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</table>
1. Worker allowances in the organization are attractive.
2. Each trade/cluster of trades has a clearly laid down career path in the organization.
3. Multi-skill training of workers is common in the organization.
4. Feedback based on performance appraisal is not given to workers.
5. Workers' job requires application of mind.
6. It is difficult to protect workers' wages in proportion to rise in cost of living.
7. Workers are counselled for the problems to improve performance.
8. Scheme providing medical facilities to workers' families is non-existent.
9. Workplace does not have sufficient lighting/ventilation.
10. People working in HR Department are well-trained to undertake worker Development.
11. Performance appraisal system is used to identify development needs of workers.
12. Retraining to worker rare in the organization.
13. Skill required to reach higher levels in different trades is not clearly defined.
14. Workplace is noisy.
15. Worker's duties are routine.
17. Interaction between workers and other categories of employees is not encouraged.
18. Training of workers is accorded due priority.
19. Sufficient toilets, washrooms, water coolers, etc. are available for workers.
20. Family needs and concerns of workers are not given due attention.
22. Get together/social activities involving worker families are frequently organized at the instance of the organization.
23. Job content of worker is wide.
24. Participative mechanisms like worker teams/quality circles/problem solving teams are used in the organization.
25. Direct interaction of workers with top management is encouraged.
26. A written policy on career progression of workers is in place.
27. Workers are involved in decision-making process.
28. Workers are not sponsored for higher studies.
29. Control of work activities is not vested with workers.
30. Newsletters, house magazines, suggestion schemes etc. existent in the organization.
31. Workers here possess the vision, mission, and purpose of the organization.
32. Workers' job provides no opportunity for creativity.
33. A system to identify worker for assuming higher positions in future is not in place.
34. Top management shares the business plans and organizational performance with workers on a regular basis.
35. Workers are not satisfied with the wages in the organization.
36. Worker development plan is not dovetailed with business strategy of the organization.
37. Workplace is clean and tidy.
38. Human resource department is not equipped with adequate resources like manpower, finance, facilities, etc.
39. Workers' wages in the organization are comparable to the best in the industry.
40. Education of workers' children is systematically encouraged.
41. Workers are encouraged to acquire/create services within the organization.
42. Supervisors feel that worker development makes their job easy.
43. If labour laws were not there worker development would not have taken place in the organization.
44. Educational level of workers is low.
45. Workers have basic aptitude necessary to learn and practise new things.
46. Workers think that worker development is aimed at demanding more output from them.
47. General health standards of workers are satisfactory.
48. Workers believe that worker's development practices provide to them opportunities for learning.
49. Unions believe that workers' development practices provide to workers' opportunities for learning.
50. IR-related work stoppages are prevalent in the organization.
51. Separation (Voluntary retirement) of workers is seen as a move to improve organizational efficiency.
52. Industrial relations climate in the organization is conducive to worker development.
53. Labour laws have a limited role in the worker development.
54. Workers think that worker development practices help them grow.
55. Supervisors feel that worker development improves discipline among workers.
56. Management thinks that worker development leads to turnover/attrition of worker.
57. Reducing the manpower in worker category is not necessary for improving the bottom line.
58. Contract/casual workers are preferred to regular workers.
59. Workers are afraid that worker development practices like retraining etc result in their dislocation.
60. Voluntary retirement scheme covering worker is not a practice.
61. Supervisors feel that development of workers' causes erosion to supervisory status.
62. Labour laws do not strengthen the cause of worker development.

63. Supervisors are concerned that worker development help workers encroach on their job.

64. Management feels that workers' development leads to improved efficiency.

65. Management feels that worker development results in better awareness among workers of their rights.

66. Unions believe that worker development practices affect worker allegiance to the trade unions.

67. Performing workers alone are retained here.

68. Unions are concerned that worker involvement and empowerment programmes may substitute collective bargaining mechanisms.

69. Management believes that worker development results in over sophistication of workers.

70. Zeal to learn is low among workers.

71. Union-management relationship in this organization is not free from conflicts.

72. Outsourcing is not encouraged in the organisation

73. The top management of this organization goes out of its way to make sure that the employees enjoy their work

74. There is no inter-union rivalry in the organization.

75. The top management believes that human resources are a extremely important resource and that they have to be treated more humanely.

76. Labour laws emphasise worker development.

77. Development of the subordinates is seen as an important part of the job by the managers/officers here.

78. The personnel policies of this organisation facilitate employees development

79. The top management is willing to invest a considerable part of them time and other resources to ensure that development of employees.

80. Senior officers/executives in this organization take active interest in their juniors and help them learn their job.

81. People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.

82. The managers in this organisation believe that employee behaviour can be changed and people can be developed at any stage of their life.

83. People in this organization are helpful to each other

84. Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.

85. The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.

86. Seniors guide their juniors and prepare them for future responsibilities roles they are likely to take up.

87. The top management of this organization makes efforts to identify and utilise the potential of the employees.

88. Promotional techniques are based on the suitability of the promotee rather than on favouritism.
89. There are mechanisms in this organization to reward any good work done or any contribution made by employees.

90. When an employee does good work his/her supervising officers take special care to appreciate it.

91. Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favouritism.

92. People in this organization do not have any fixed mental impressions about each other.

93. Employees are not encouraged to experiment with new methods and try out creative ideas.

94. When an employee makes a mistake, his/her supervisors treat it with understanding and help him/her to learn from such mistakes rather than punishing him/her or discouraging him/her.

95. Weakness of employees is communicated to them in a non-threatening way.

96. When behaviour feedback is given to employees they take it seriously and use it for development.

97. Employees in this organization take pains to find out their strengths and weakness from their supervising officer's or colleagues.

98. When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.

99. Employees returning from training programmes are given opportunities to try out what they have learnt.

100. Employees are sponsored for training programmes on the basis of genuine needs.

101. People trust each other in this organization.

102. Employees are not afraid to express or discuss their feelings with their supervisors.

103. Employees are not afraid to express or discuss their feelings with their subordinates.

104. Employees are encouraged to make initiative and do things on their own without having to wait for instructions from supervisors.

105. Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.

106. When seniors delegate authority to juniors, the juniors use it as an opportunity for development.

107. Team spirit is of order in this organization.

108. When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.

109. Career opportunities are pointed out to the juniors by the senior officers in the organization.

110. The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for the future.
111. This organization ensures employees’ welfare to such an extent that the employees can a lot of their mental energy for work purposes.

112. Job rotation in this organization facilitates employee development.

113. Induction training is given adequate importance in this organization.

114. Induction training is well planned.

115. The norms and values of this company are clearly explained to the new employees during induction.

116. Induction training provides an excellent opportunity to newcomers to learn comprehensively about this organization.

117. Induction training is of sufficient duration.

118. Senior executives/officers involved with the new staff during induction.

119. Senior executives/officers take interest and spend time with the new staff during induction training.

120. The new recruits find induction training very useful in this organization.

121. Our induction training is periodically evaluated and improved.

122. The employees are helped to acquire technical knowledge and skills through training.

123. There is adequate emphasis on developing managerial capabilities of the management staff through training.

124. Human relation competence is adequately developed in this organization through training in human skills.

125. Training of workers is given due importance in this organization.

126. Employees are sponsored for training programmes on the basis of carefully identified developmental needs.

127. Those who sponsored for training programmes take the training seriously.

128. Employees in this organization participate in determining the training seriously.

129. Employees sponsored for training go with a clear understanding of the knowledge and skills they are expected to acquire from training.

130. The HRD department conducts briefing and debriefing sessions for employees sponsored for training.

131. In the company, programmes are handled by competent faculty.

132. The quality of in company programmes in this organisation is excellent.

133. Senior line managers are eager to help their juniors develop themselves through training.

134. Employees returning from training are given adequate free time to plan improvements in the organization.
135. Line managers provide the right thing of climate to implement new ideas and methods acquired by juniors through training.

136. Line managers in this organisation utilise and benefit from the training programmes.

137. External training programmes are carefully choses after collecting enough information about their quality and suitability.

138. There is a well designed and widely shared training policy in the company.

139. The executive appraisal system in this organization provides an opportunity for each appraisee to have a clear understanding of what is expected from his/her by his/her reporting officer during the performance year.

140. The appraisal system helps each appraiser to have a clear joint understanding of each appraisee's job.

141. The appraisal system helps managers plan their performance well.

142. The appraisal system provides an opportunity for each appraisee to ask for the support he needs from his superiors to perform his job well.

143. The appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee.

144. The appraisal system provides an opportunity for a discussion between the appraiser and appraisee on the, expectations, achievements failures, constraints and improvements required.

145. The appraisal system has scope for reflection and assessment of each appraisee on the personality factors and attributes required for the current job of the assessee.

146. The appraisal system encourages open communication between each appraiser-appraisee pair through performance review discussions.

147. The appraisal system provides an opportunity for each appraisee to express his developmental needs.

148. The appraisal system has scope for correcting the biases of the reporting officer through a review process.

149. The appraisal system aims at strengthening appraiser appraisee relationships through mutuality and trust.

150. The appraisal system helps interested appraisees to gain more insights into their strengths and weakness.

151. The appraisal system has scope for helping each employee discover his/her potential.

152. The appraisal system has scope for communicating the plans of the top management and the business goals to the staff.

153. The objectives of the appraisal system are clear to all employees.

154. Periodic orientation programmes are conducted to explain the objectives and other details of the appraisal system.

155. Line managers generally spend time with their subordinates and their performance.
156. Reporting officers help their appraisees plan their performance in the beginning of the year.
157. Discussions on key performance areas/key result areas takes/targets between appraiser-appraisee pairs is very educative to both the appraisees and appraisers.
158. The managers take the performance appraisal seriously.
159. Executives do a through job on self-appraisal in terms of reviewing reflecting and analysing the factors affecting their performance.
160. Performance review discussions are taken seriously by the managers and they devote sufficient time to them.
161. Performance review discussions are of high quality and are conducted with care.
162. The appraisers make special efforts to be objective in their appraisals.
163. The HRD department follows up the training needs identified during the appraisal seriously.
164. The appraisal data are used by the HRD department for other development decisions like job rotation, job enrichment and the like.
165. The appraisal data are used as inputs for recognition and encouragement of high performers and desirable behaviour.
166. The reviewing officers take the appraisals seriously and educate their subordinates to overcome their personal biases and favouritism.
167. The HRD department actively reviews each appraisal and discusses them with the line managers.
168. The HRD department provides adequate feedback to the line managers on their rating behaviour and the decisions taken on their ratings.
169. The performance review committees do a thorough job in reviewing and using appraisal data.
170. The appraisal facilitate growth and learning of both appraisees and appraisers in this organization.

DIMENSIONS

| Training | : 3,12,18,45,81,98,100,122,123,124,125,126,127,128,129,133,136,137,138 |
| Induction Training | : 113,114,116,117,118,119,120,121 |
| Performance Appraisal | : 4,11,16,90,91,139,140,141,142,143,144,145,146,147,148,149,150,151,152,153,154,155,156,157,158,159,160,161,162,165,166,169,170 |
| HR Development | : 13,28,31,36,42,44,46,48,54,55,56,59,64,69,79,87,96,106,112 |
HRD Climate
Organizational Policy
Labour Welfare
HRD Climate in IR
Counselling and Career Development
HRD Department
Inter-personnel Relations
Rewards and Benefits
Job Nature
Other HRD practices

: 22, 25, 34, 41, 61, 63, 70, 73, 75, 77, 80, 85, 92, 93, 94, 95, 97, 102, 103, 104, 105, 108, 134, 135

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