Chapter-I

Introductory Background Of

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The present chapter deals with the overview of the entire research project. In this chapter, the Researcher has endeavoured to put forward a comprehensive outline of the main persistence for carrying out the contemporary study. Structure of the thesis in which the work is designed to be accomplished has also been discussed in an extensive manner. A preview of the research methodology adopted, sample frame, hypotheses of the study, objectives, and limitations of the study have been presented along with the discussion of the other studies done in the field of Human Resource Development (HRD) earlier as the ‘review of literature’ which paves the way for assessing the research gap for the present construct.

Introduction

Since liberalization, Indian Telecommunication Sector is one of the few sectors, which has perceived the most fundamental, structural and institutional restructurings. In recent times, Indian telecom market has emerged as one of the fastest growing telecom markets in the world, particularly by the unparalleled growth in mobile telephony and now the second largest telecom market globally. The eyes of the world are now on India, and the policy makers and the private players are working together to ensure that this growth and success story will continue with its prosperity. This high growth rate has been achieved in major part due to sharp fall in tariffs. The continuous growth of the industry has attracted many major global manufacturers of telecom equipment to make investments in Indian market, paving the way for extensive provision of modern communication services in rural areas and also act as a strong predictor of boosting government revenues. This growth has become even more prominent and noticeable with the advent of 3G telephony and BWA spectrum. Indian telecom network has 787.29 million connections as on 31st December 2010 with 752.20 million wireless connections. The addition of over 18 million connections per month puts the telecom sector on strong footing. The target of 600 million telephones by the end of 11th five year plan has been achieved in February, 2010. With such a pace of expansion the Department is certain to achieve the 11th plan targets. Its
speed of growth is ongoing with leading players lapping up mobile subscribers by millions. The ongoing growth and development in the telecommunications industry in India has made it a key contributor in India’s progress. India adopted a phased approach for reforming the telecom sector right from the beginning. India is one of the fastest growing economies across the globe. The economic size of the country, at the end of the fiscal year 2010, is expected to be worth INR 49 trillion GDP (at market prices). It is also the fourth largest economy in PPP terms after USA, China and Japan (kpmg.de/Themen/17236.htm).

The opening of the sector has not only led to rapid growth but also helped a great deal towards maximization of consumer benefits as tariff have been falling across the board as a result of unrestricted competition. Telecom sector has witnessed a continuous rising trend in the total number of telephone subscribers. From a meager 22.8 million telephone subscribers in 1999, it has grown to 621.28 million at the end of March, 2010. The total number of telephones stands at 787.29 million as on 31st December 2010 showing addition of 166.01 million during the period from March to December 2010. Wireless telephone connections have contributed to this growth as the number of wireless connections rose from 35.61 million in 2004 to 584.32 million in March, 2010 and 752.20 million as on 31st December 2010. The Wireline started to decline from 40.92 million in 2004 to 36.96 million in March, 2010 and 35.09 million in December, 2010, albeit it is stagnating now. The number of telephone subscribers in India increased from 562.16 Million at the end of December, 2009 to 621.28 Million at the end of March, 2010, registering a sequential growth of 10.52 per cent over the previous quarter. This reflects year-on-year (Y-O-Y) growth of 44.58 per cent over the same quarter of last year. The overall Teledensity in India has reached 52.74 as on 31st March 2010 (www.trai.gov.in).

Despite of the economic morass, the Telecom Sector of India remains to be a silver lining among the dark clouds of recession hovering above the global economy. The revenues earned by the global telecom services market are composed to generate US $ 1.4 trillion in 2009. The emerging and the new developing countries will still have to make heavy investments in network infrastructure, while recession hit economies will delay upgrades (www.cpifinancial.net). Global wireless subscribers reached to 4.6 billion in 2009 with a CAGR of 22 per cent over
2004-2009. This occurred despite some carriers experiencing marginal declines or flat trends in revenues with enterprises and consumers exercising cut backs on telecom spending during the global economic slowdown. The Asia-Pacific region will experience the highest growth rate in the next five years, at a growth rate of nearly 16 per cent, led by China and India. The telecom sector in Latin America and the Caribbean will grow by 12 per cent fueled by emerging economies and the expansion of the middle class (www.slideshare.net).

According to Cyber Media Research, the Indian telecom industry will grow at a compound annual growth rate (CAGR) of 15.8 per cent between 2010 and 2014 and will touch revenues of Rs 377,683 crores ($82 billion). The India telecom services and mobile handsets market will grow at 16.7 per cent in 2012 (over 2011) and will touch revenues of Rs 288,832 crores ($63 billion) out of which, the telecom services, which includes mobile and fixed line services will contribute Rs 2, 05,454 crores ($45 billion) and the India mobile handsets market which includes feature phones and smart phones will contribute Rs 83,377 crores ($18 billion). The latter will grow at over 30 per cent during the year 2012 (over 2011). "The growth story of the telecom sector will be a function of the enhanced demand for high speed broadband and data services from both enterprises and consumers, as 3G and BWA/Wi Max services are rolled out by various operators to cover an increasing number of cities and towns," said Anirban Banerjee, associate vice president, Cyber Media Research.

The India domestic mobile handsets market will see an increase of more than 150 per cent in terms of the value of feature phones and smartphones shipped. It will increase from Rs 50,714 crores in the year 2010 to Rs 128,729 crores in the year 2014. The smart phones market in India is expected grow to over 10 million units in 2011 from 6 million units in the year 2010, a 66.7 per cent increase. The Android operating system will be the most popular mobile OS and 12 per cent of all smartphones shipped in India during 2011 are expected to be based on the Android platform. Additionally, due to the increase in popularity of WiMax / LTE services, content creation and mobile application development see a rapid increase (www.telecomlead.com). For regulating the activities of the telecom sector in India, Telecom Regulatory Authority of India (TRAI) has been developed over ISPs and mobile-phone service providers. It operates as an....
independent agency, offering public consultations and other participatory decision-making processes. While it has received some criticism, it is generally perceived as fair. However, the Ministry of Communications and Information Technology (MCIT) and the MHA also exercise control over several aspects of internet regulation. Till date MCIT and TRAI are working in a co-ordinated manner (www.outlookindia.com).

In terms of telecom connectivity, the urban Teledensity across all metros has crossed 100 per cent and the market for voice services is tending towards saturation. However, the rural Teledensity is still below 30 per cent and the rural market is expected to drive the next round of aggressive growth. The government has set a target for 40 per cent Teledensity by May 2014 for this market. This rural Teledensity target seems achievable but a lot more needs to be done to reduce the widening urban-rural telecom divide. A number of initiatives have been undertaken by the government to improve the telecom penetration in rural India. Government’s Bharat Nirman programme is aimed at intensifying rural infrastructure development. The subsidy support for mobile towers in the rural areas through the Universal Service Obligation Fund (USOF) is another example of the Indian government’s commitment to boost up the rural telecom (www.dot.gov.in).

With the increasing demand for telecom services, the energy consumption has also grown significantly and poses an environmental challenge in terms of larger carbon footprint over the telecommunication industry. The total global carbon footprint of the ICT industry as a whole is in the order of 8003 million ton CO₂ which is approximately 2 percent of global emissions. Of this, the contribution from global telecommunication systems - mobile, fixed and communications devices are around 2303 million ton CO₂ or approximately 0.7 percent of global emissions. The Green House Gas (GHG) emissions from the mobile industry arise mainly from sources like:

- Energy consumed by the network operation

- Emissions of the embedded network equipment,
• Energy consumed by mobile handsets and other devices, when they are manufactured, distributed and used (www.trai.gov.in).

**Review of Literature**

The antecedent chapter, an introduction of the entire research project will remain incomplete if various studies conducted in the field of human resource development are not taken into account. The Researcher has reviewed several Research Papers, Books and Theses dating from 1986 to 2011 to provide an insight into the academic endeavours related to HRD. In the following pages, an attempt has been made to review some of the important studies conducted by various Researchers in this field in India and even in foreign countries:

**Rao and Abraham: 1986** stated in their research paper entitled “HRD Climate in Indian Organizations” that human resource in an organization makes it dynamic and growth oriented. The top-level managers are responsible for creating a healthy climate and providing appropriate training measures needed for the development of employees. The authors conducted a survey to examine the prevailing climate in organizations for which a 38 items questionnaire was developed, grouped into 3 broad categories of general climate, OCTAPAC culture and HRD mechanism. Coefficient of correlation was computed between those 38 items of the instrument. The overall interpretation of the study was that there exists an average level of HRD climate in Organizations.

**Enthenkuzhy: 1989** pinpointed in his research study entitled “A study of HRD Practices in Indian Organizations” that HRD mechanisms plays more significant role rather than the HRD profile as a whole. He said that HRD philosophy, training, promotions and rewards are extensively used HR instruments but still there exists a wide gap between the belief and practice of HRD especially at the top level of management.

**Dayal: 1989** in his published article entitled “HRD in Indian Organization: Current Perspectives and Future Issues” focused on the patterns of the HRD management and identifies the three approaches to HRD namely: Man Centred, Reciprocal and Selective approach that are prevalent in Indian Organizations. The author further highlighted those areas of concerns from
the management and the academician’s point of view where they need to work out and pay attention. According to the author, HRD is a shared belief of management that links the organizational development with individual growth. The author also raises some relevant issues concerning the future of HRD in Indian organizations.

Rao and Abraham: 1989 in their research paper entitled “HRD Practices in Indian Industries: A Trend Report” defined HRD as a process in which employees of an organization are helped in a planned way to acquire and develop their skills, capabilities, and talents on a continuous basis. They referred HRD as a technology comprised of several structures, systems and processes undertaken for enhancing and developing the work-force in an organization. In this context, the authors conducted a study covering 53 industries. Out of these 53, data were collected from 26 summer trainees, 5 from mail surveys, and rest of the 22 from the personal visits, consultancy, and seminars conducted by the authors themselves. HRD practices were segmented into HRD philosophy and structure, Performance Appraisal, potential appraisal, Training, Organizational Development and Employee Counseling. Comparisons were made with the earlier survey done by the same authors in 1981. The present study indicates by and large a positive trend in the use of open appraisal systems, improving training functions, taking up OD activities and using employee counseling by an increasingly large number of companies. In all, HRD department seems to be emphasizing on the enhancement in quality of Work life of employees in many organizations.

‘Readings in Human Resource Development’ by Rao: 1991, an edited compendium has started with a conceptual framework on development and integrated personnel policies and ended with an account of research in HRD. It has also focused on HRD instruments like Performance Appraisal, Potential Appraisal, Counseling, Training and Rewards and the implementation of the same in different organizations. It also dealt with HRD in government systems, primarily focusing on educational systems

Chauhan and Rao: 1995 presented their views regarding HRD in their research paper entitled “HRD Conceptual Analysis” that HRD refers mainly to training, education and development. According to them training is required to carry out the present job, education
facilitates the future job and development is concerned with providing learning experiences to employees so that they could become capable of moving towards new directions and become competent to tackle the dynamic changes required by the organization in the present era of competition to grow. The authors further stated that HRD is a process in which employees are helped and motivated to acquire and develop their technical, managerial and behavioural knowledge, skills and abilities to mould their attitudes and beliefs to carry out the present and the future roles by realizing the highest human potential with a view to contribute positively to the organizational, individual and social goals.

**Jain: 1996** in his publication “HRD Practices in Indian Industries” threw light on the impact of HRD policies and practices in increasing Organizational Effectiveness and in development of a cohesive HRD climate. He studied the conceptual framework of HRD by undertaking the past and present patterns of HRD practices in two public undertakings viz; BHEL and Nfi and also studied the relationship between HRD variables, personal history factors and effectiveness variables. The author emphasized that the importance of the HRD practices are yet to be acknowledged and has to be examined at a point where it contributes to the organizational effectiveness. In this context the author also presented a general model of HRD, which explains the variables contributing significantly to the development of public sector undertakings in India.

**Gupta: 1997** highlighted the multi-dimensional concept of HRD in his paper “Human Resource Development in Banking Sector”. He said that HRD has three dimensions to focus on i.e. the human aspect, resource aspect and the development aspect. In this context, the author discussed the mechanism of Training and Development, Performance Appraisal and Career advancement only assuming these sub-systems to be the fundamental ones to judge the working of HRD system in the Banking sector of India. The author observed in his study that the work load among the work force of banks has increased and due to lack of systematic knowledge and working, banks are facing difficulty in managing the employees. To overcome the problem of this haphazard management, the author offered certain valuable suggestions like first and foremost to understand a proper and well-defined concept of HRD before it is being launched
into Banks. Secondly, the executive crew of the banks should be facilitated to develop people-oriented outlook and accountability for improved management and utilization of human resource in an optimum manner. And lastly, the author suggested that the government should formulate timely policies, and ensure suggestions and guidance for developing the accountability among the top management level of the banks.

**Sinha: 1997** conducted a study on “Human Resources in Work Cultures” to know the existing patterns of work culture in public and private sectors. The author found that in large organizations there is a bipolar tendency of Soft to synergetic work culture. In soft work culture, work received a lower priority than social-personal obligations. The employees neither felt motivated towards their jobs, nor derive any satisfaction from their work. While in Synergetic work culture, the employees are diligent and they also feel motivated under close supervision and direction of Superiors. In both the cultures, the critical factor was the top leadership on which the behaviour of employees depends. The author also studied the work culture prevailing in small organizations, and their role in developing and managing the human resource. In this context, the author conducted survey in 28 organizations in Bihar, 6 organizations in public sector and 22 in private sector. The survey revealed that all 22 private sector organizations are profit oriented and have exploitative work culture, 4 public sector enterprises had soft culture, and remaining two organizations had synergetic environment. The author further suggested the top-level managers to renovate working technology, upgrade their systems and to implement training programmes, and seminars, to support and motivate employees for better performances.

**Bhatnagar and Menon: 1999** in their research paper entitled “Scaling Heights Together” concluded that if an organization desires to survive and prosper in the ever-changing environment, its human resources must be in the constant state of development. Moreover, career development cannot be an isolated activity and has to be supported by twin processes of training and manpower planning. It has to be strategic in nature, which requires integration of HRD efforts in career's programs, performance management processes and HR planning systems.

**Pattanayak: 2001** opined through his study that human resource plays a very significant role in strategic planning and the success of corporate organizations depends largely on
entrepreneurial behaviour. He also suggested taking the help of professionals while planning strategies so as to meet the competitive edge and to achieve a corporate moral excellence. Corporate excellence is the combination of people, systems, products and marketing excellence. Such excellence will bring congeniality in working and employees will feel motivated in exhibiting their duties in an organized manner.

Mishra and Bhardwaj: 2002 examined the nature of HRD climate over the three hierarchical levels of managers in large private sector organizations located in eastern parts of India. A group of 107 managers at senior, middle, and lower levels served as sample for the study. The HRD climate survey developed by Rao and Abraham (1990) was used consisting of a 5-point scale to measure the HRD climate grouped into 3 broad categories viz; general climate, OCTAPAC culture and HRD mechanisms. For analyzing results item wise mean scores and corresponding percentage scores were calculated, and T-test was applied to verify the results obtained. The conclusion derived thereby was that the HRD climate prevailing in private sector organizations was good and satisfactory. Further the authors suggested that the top-level managers should be responsible enough to introduce a well-integrated sound training policy for the training and development of employees.

Ashraf: 2003 explained the importance of HR in managing, operating, planning and promoting tourism industry in the global scenario. He studied the development of HR in public and private sectors both in his paper entitled “HRD in Tourism industry”. In public sectors, government has merged 3 corporations into one composite undertaking for synchronizing its working. While in the private sector, training institutes with foreign collaboration were established to meet the demands of HR. The author also thrown the light over the growing issues like lack of proper training and attitude of management towards HRD programmes, lack of well-defined status of tourism industry, lack of national tourism organizations etc. further the author also suggests some remedial measures to overcome these problems like the government should set-up an expert committee for the training and development of the employees for ensuring more resource allocation in tourism industry. Moreover seminars and workshops should be conducted
Chapter-I: Introductory Background of the Study

at international levels for enhancing the ability horizon of the human resource in tourism industry.

Singh: 2003 in his study "Strategic HR Orientation and Firm Performance in India" concludes that the strategic alignment of HR planning, selection, performance evaluation, compensation, development, staffing policies plays very significant role in increasing the efficiency of the human resource and helps an organization to prosper and generate better results.

Mufeed and Rao: 2003 made an attempt in their research paper entitled “HRD for Competitive Advantage: Innovative Practices of Grasim Industries Ltd” to through light upon the various aspects of HRD that have been practicing in the Indian organizations. The authors undertook a study in Grasim Industries (Bhiwani textiles) which is one of the fastest growing conglomerates of the country and has a vast global presence. The study reveals that the said organization has so far focused on various HRD mechanisms both for managerial as well as non-managerial staff and has done a remarkable work in this direction. The authors have tried to develop an illustrative model which could link the HRD mechanism of both the managerial and non-managerial processes, outcomes and organizational effectiveness. The present study reveals that even though the Grasim Industry has initiated many innovative HRD mechanisms but they still need to focus on the contemporary issues of HRD practices to take a lead over its competitors. Adopting positive HRD practices in the organization, better reward giving mechanism so as to retain the efficient high performers and dedicated employees are some valuable suggestions offered by the author for efficient working of the organization.

Hafeez and Abdelmeguid: 2003 have accredited the growing importance of knowledge, skills and the retention capable human resource by the organizations. The authors presented a casual loop form to exhibit the relationship between recruitment, training, skills and knowledge by employing the dynamics system. The authors forecast that the system dynamics would be helpful in formulating and implementing better human resource management strategies. In the present study, the authors had made the use of an Inventory and Order Based Production Control Structure (IOBPCS) based on Systems dynamics to develop a skill inventory pool model which is developed to understand the acquisition and retention of employees in an organization.
Nowack: 2003 in his research paper entitled "Aligning Career Paths" concluded that alignment of a person's preferred career paths results in satisfaction, productivity and retention. The career path preferences are based on clusters of interest, values and motives, and these paths are highly predictors of job satisfaction and commitment.

Patel and Iyer: 2004 studied the importance of HRD practices in a Pharmaceutical industry. In this context he undertook a survey of 125 respondents in 8 Pharmaceutical companies from different parts of Gujarat. With the rapidly changing market conditions, the need for more advanced strategies and policies at managerial level is increasing day by day. And this necessity has enhanced the importance of human resource working in an organization. Development of human resource contributes directly to the growth of an organization. Since pharmaceutical Industry plays a very significant role in economic development because they manufacture “lifesaving drugs”, the author undertook a survey in 8 pharmaceutical companies to explore the influence of HRD policies and practices followed therein. A questionnaire developed by Rao and Abraham (1991) has been used with some modifications made in it as per the requirements of survey and industry related. The conclusion derived from the survey was that in all the 8 companies, human resource has been treated well and the employees working therein feels motivated and could see a better scope for acquiring new skills and developing their existing knowledge. There exists a healthy sign of team spirit and co-operation among the employees, which enable them to exhibit their capabilities in an organized manner.

Hamlin and Cooper: 2005 carried out a study on a recent ‘HRD Professional Partnership’ to identify the criteria of managerial and leadership effectiveness applying within the Birmingham Women’s Healthcare NHS Trust (in future to be referred to as BWHT) which is a part of the British National Health service from the point of view of a HRD practitioner and a HRD Scholar both. A comparative analysis has been made among the two and the findings of the study were that HRD practitioners could advance their professional practices with strong academic credentials and HRD scholars can readily engage in academically rigorous 'practice-grounded' research that produces results of sufficient quality to contribute to the body of HRD
knowledge, and generalized findings that can be used as 'best evidence' by evidence-based practitioners in other organizations.

**Selvaraj and Deivakani: 2005** examined in their study, the impact of various factors like age, locality, marital status, experience, education, etc. affecting job satisfaction of employees in an organization. They conducted a descriptive research through a questionnaire in a Milk Supply Society at Tirunelveli. The authors grouped the employees into 3 categories namely lower level, medium level and high level for studying the impact of certain factors affecting job satisfaction at different levels in an organization. Since development of human resource, nowadays has grabbed a pivotal position worldwide for the effective growth of any enterprise, many organizations have established separate HRD departments for the development of human resource, which ultimately promotes the job satisfaction among the employees. The authors further suggested for conducting such surveys in every organization from time to time to avoid any discrepancies among the work force. And if there arise some dissatisfaction among them, then it could be traced out and be removed by effectively implementing the HRD policies and practices. The Management should take steps in sharing responsibilities with their subordinates, and should also revise their salaries periodically for motivating them in order to utilize the work force in an optimum manner.

**Rodrigues: 2005** opined in his article entitled “Industry-Institute correlates of HRD Climate- Empirical study based implications” that a well-trained and a well-educated human resource contributes directly to the development of a country and to improve the knowledge, abilities, aptitude and values of human beings organized HRD practices should be followed. In this context, he undertook a comparative study of HRD Climate among the engineering institutes with that of in a public sector. Likert’s type 5-point scale was used to study the pattern of attitudes and perceptions prevailing in the industries and institutes. He found that the industrial climate was satisfactory but in engineering institute there is a need to establish separate HR departments for conducting training and development programmes.

**Kumar: 2005** pinpointed in his research paper entitled “HRD Practices and Philosophy of Management in Indian Organizations” that for the development of any organization the value
and importance of employees has to be identified and appreciated. The philosophy of top management plays a significant role in generating dyadic relationship in any organization. Since, Human Resource (HR) is the most important and valuable resource of any enterprise, thus it has to be valued and preserved by the mutual co-operation of the top-level managers. This paper is an attempt to identify the relationship between HR practices and the philosophy of management in Indian organizations. Sample for the study consists of 95 respondents from two private sector organizations and 119 respondents from two public sector organizations. Findings of the study indicate that the variables of HR practices were highly but negatively related to philosophy of management in private sector and there exists the practicing of traditional trends in management. While in Public sector, the depicted picture is somewhat blurred. The author pointed out the pattern of work relationship at work reflects the HR philosophy. And to meet the demands of time and face the new challenges, organizations should design the philosophical structure of practices with modern managerial policies. The responsibility of top management is to create an environment that can successfully accommodate changes in a system and to acknowledge the importance of employees for their growth and development and for the growth of the organization as a whole.

A developed, competent and a capable human resource could play a key role in the success of any organization as stated by **Mufeed and Rafai: 2005** in their research paper entitled “Human Resource Development in Organizations: A key to Success”. The objective of the study was to review the present HRD scenario in organizational context and also to identify those factors which are responsible for dissatisfaction regarding the practice of HRD mechanism among employees of different levels in an organization. The authors undertook the case study of Jammu and Kashmir Tourism Development Corporation Ltd. (JKTDC). Modified version of a questionnaire based on Likert’s 5 point scale is used to collect the responses and statistical measures like averages and comparative mean and standard deviation are used for analysis and interpretation. The authors further suggested various measures to improve the mechanism of HRD in the said organization such as; the management should focus over the dimensions like Training and Development evaluation, Performance appraisal, Communication and openness in the working environment for better working in the organization.
Chapter-I: Introductory Background of the Study

The development of a nation depends upon the quality of the human resource it is composed of likewise, the quality of the education depends upon the quality of the teacher as stated by Baqal: 2005. The author wrote in his paper entitled “Human Resource Development practices in Colleges” that there should be a certain series of steps that could be taken at the state and national level to improve the system of higher education. The author pinpoints over the statement that the goal of the higher education should not be to award degrees but to impart quality education in such a manner that the younger generation should become capable to contribute in the development of the said nation. To overview his statement the author also gone through the critical analysis of the policies introduced by the government such as National Assessment and Accreditation Council (NAAC) for the development of human relations in higher education. The author carried out a field survey which further reveals that 100 per cent teachers are interested in the implementation of UGC scheme in TOTO as it would serve as a motivator for the development of talent among teachers. Further the author concluded his work by offering suggestions that only launching of such kind of schemes are not sufficient they should also be implemented aptly and steps should be taken to overcome the barriers meeting while implementation. The author also recommended that the newly appointed teachers should be referred to Academic Staff College for training and more and more attention should be paid towards the infrastructural facilities in colleges for better expansion.

Metcalfe and Rees: 2005 pointed out the concept of International HRD (IHRD) by categorizing it under three heads i.e. global HRD, National HRD and Comparative HRD. The authors present a development model for analyzing HRD and to help in learning and understanding the concept from an international perspective. In this paper, the authors sought to highlight the role played in IHRD by a wide variety of institutions such as UN agencies, the World Bank and national HRD professional bodies. Further there are some valuable suggestions offered by Metcalfe and Rees that in terms of advancing the research base of IHRD: first, there is a need for Scholars to continue investigating cross-cultural differences in HRD systems and practices. Secondly, there is a need to examine further the HRD strategic priorities of International development agencies, specifically partnership arrangements with National governments and professional agencies and NGOs and above all, international HRD research
needs to move beyond exploring and learning encounters and to be stressed over the practical aspects of its implementation.

**Hassan et.al: 2006** examined the significance of HRD practices over the employees’ development climate and orientation of quality in the organization. They studied the perception of HRD practices and also introspection regarding the ISO Certification to check whether it is effective in improving the HRD System in organizations or not. Methodology of Survey questionnaire has been adopted by the authors in eight organizations (four of them were ISO certified) to measure the following variables: career system, work planning system, development system, self-renewal system, and HRD system. The authors have done the comparison among the ISO certified and not. Certified companies and the results turn out to be positive for its certification. The findings could also be used by the HR practitioners and scholars in building management concerns and advocacy for better HRD systems and practices.

**Dimri: 2006** in his published research thesis carried out a critical evaluation of HRD functions in Telecom Industry in India. The Researcher conducted a self-administered questionnaire survey in four telecom organizations viz; Centre for Development of Telematics (C-DoT) and Telecommunications Consultants India ltd (TCIL) in Public Sector Undertakings (PSUs) and Bharti Infotel limited and Spectra net limited in the Private Sector. The findings of the study were PSUs have more structured and linear systems for promotions, career planning and allotment of special/lucrative assignments, and the private enterprises are more focused on providing need based training. The Researcher further suggested and recommended that each of the organization surveyed should learn from each other for mutual benefit and organizational development. To achieve a developed nation’s status by the year 2020, the Government of Malaysia has been formulating national HRD policies for the up gradation of skills and knowledge of the human resource especially in manufacturing industry because this industry accounts for country’s major export and economic growth.

**Abdullah et.al: 2007** made an attempt to examine the degree and nature of HRD activities being practiced and implemented within this industry. A mixed-method combining questionnaire survey and personal interviews were employed. The results indicated that HRD is
Chapter-I: Introductory Background of the Study

strategic in nature with the involvement of other levels of management in the different practices of HRD despite the various setback and factor impeding the effective implementation of HRD.

Shah: 2007 in her research paper entitled, “Constituent factors of HRD in Health Care-A Comparative Study of Hospitals in India and USA” studied the importance of HRD in Health Care Systems as it is the field that comprises 90% human interface and 10% equipment interface which ultimately highlights the importance of HRD practices to ensure a compassionate care. She concluded that for better synthesis of cohesive and integrated health care system, the management of any organization should implement HRD policies and practices. In this regard, she conducted a comparative study of Health Care System in some hospitals of India and USA with a concept of analyzing the trends followed in developed countries and those that are being following in developing nations in order to point out the loopholes where improvements could be done.

Rao et.al: 2007 examined the structuring and integration of HRD systems and subsystems in India in their published research article namely “A Study of HRD Concepts, Structure of HRD Departments and HRD practices in India”. The authors had chosen 12 organizations to represent variety of Indian Corporates for HRD audit. The methodology used in the present study includes Questionnaire, individual and group interviews and study of various documents related to HRD systems. The conclusions that were revealed through the study were not very satisfactory as the Indian organizations are not properly structured and staffed. The authors offered the implementation of Integrated HRD system framework for successful working in Indian organizations as a suggestion for the proper management and working of HR in any organization.

Lombardozzi: 2007 wrote an article suggesting five imperatives for HRD practitioners to avoid malpractice and to become more competent in the present era to face the challenges of time. These imperatives include practicing conscious competence, asking for the evidence and research base for solutions, researching strategic HRD issues, partnering with Researchers, and staying current in the field.
Srimannarayana: 2008 carried out a study to assess the extent of HRD climate prevailing in Indian organizations. A survey has been conducted upon the employees working of 42 organizations. Among those 42, 18 were in manufacturing sector, 13 were in service sector and 11 were in IT sector. A questionnaire was conducted including 38 items grouped into 3 categories of general climate, OCTAPAC culture and HRD mechanisms. He derives the conclusion that a moderate climate prevails in organizations understudy (59.61%) and more favorable HRD climate was in manufacturing sector (62.39%) than in service and IT sectors.

Pillai: 2008 highlighted in his paper captioned “Influence of HRD climate on the learning orientation of Bank employees” that to face the growing competition; competency of an employee plays a major role. He pointed out through his study that nowadays HRD professionals are getting conscious regarding the enhancement and development of knowledge and skills of the employees in an organization. But the development of employees also depends to a large extent on the willingness of the person and his acceptability for change. The author studied the attitude and behavior of employees through a survey in public and private sector banks to examine the HRD climate prevailing and its influence over the learning orientation of employees working therein. Conclusions that were derived from the survey revealed that there exists a favorable climate that highly influences the attitudes and perceptions of the employees. Since a competent employee is an asset to an organization and his retention and development depends largely on the positive attitude of management towards them, which motivates them to perform well and to accept the changes, for the betterment of the organization.

A favourable climate influences directly the behaviour of managers in an organization which creates a sense of belongingness in them and also enables them to perform well as suggested by Purang: 2008. In her published paper entitled “Dimensions of HRD Climate Enhancing Organizational Commitment in Indian Organizations” she conducted a survey to measure the HRD climate in terms of various dimensions like training, Participation, Succession Planning, Performance Appraisal etc., and their relationship with the level of commitment of managers in an organization. She pointed out that every organization has its own culture, traditions and practices that affect their working pattern. A HRD questionnaire developed by
Dafutar (1996) has been used in his survey. Correlation and Regression Analysis had been applied to evaluate predictor effects of HRD Climate dimensions over the commitment of Managers. This study revealed that a positive working climate motivates its employees to work tirelessly and enable them to perform better.

**Rabbane et.al: 2008** highlighted the issue of globalization and its impact over the development of human resource in developing countries in their paper entitled “Globalization and Human Development-Realities and Recommendations for Developing Countries”. In this paper, they focussed on a number of outcomes of globalization promoting human development. Since the human resource is the most vital resource contributing to the national development, the Government should take major steps for its development. Developing nations are backed by the crisis of low level of reserves and external debt problem, thus, in this context it is worthy to analyze the impact of globalization on human resource development especially in developing nations. The main objective for conducting this study was to probe out the areas where the country is reaping benefits and the areas where it’s facing the obstruction in the light of globalization. This study is purely based on secondary data. Different publications of several authors, Human development report, UNDP and World Bank reports, etc. were consulted. The impacts traced out were favourable also and unfavorable too. Favourable impacts like it promote education; ensure quality of work life increases GDP, generates employment and income etc., for human development. On the other side, it proves to be an inhibitor of human development as it tends to reduce the government revenue by lowering down the import/export tariffs, agricultural sector was negatively affected, GSP facility and quota systems has been withdrawn etc. Therefore the authors suggested some strategies to develop and promote the human development in the changing scenario of globalization.

**Hyde et.al: 2008** conducted an exploratory survey of HRD Climate in private sector banks. The authors selected the employees at managerial level from the Bank of Indore (MP). HRD climate survey of 38 items developed by Rao and Abraham was used in the study divided into three categories of General Climate, OCTAPACE Culture and HRD Mechanism. Tools applied to test the significance of the responses retrieved statistically was Z-test, and Co-relation
analysis have also been applied to validate the dependability of the outcome revealed. The results of the survey were quite positive as the total HRD climate; General climate and OCTAPACE Culture in private banks turn out to be highly positive. The authors further concluded in their paper by offering suggestions to develop and maintain the dyadic relations at work and supportive guidance should be provided by seniors to their juniors in creating a congenial working atmosphere which will also help in developing human resource in an organized manner.

Agarwal and Nayak: 2009 discussed in their paper the problems of tackling the human resource in the era of growing competition especially in IT sector. The authors firmly believed that the innovative policies and the trends adopted by the management in the organization could help the organization to take up new heights in the edge of cut throat competition. Any organization which intends to grow in the recent scenario must establish cordial relations with its human resource and match their policies combating the participation of HR with the development activities the organization. To review this aspect, the authors undertook an empirical study based on descriptive research design through a 16-items questionnaire on 5-point scale developed by Rao and Abraham, to measure the 12 dimensions: Positive problem solving, recognition and reward (extrinsic and intrinsic), growth and development (employees), innovation and Changes, experimentation, interpersonal openness and risk taking, top management commitment to HRD, and Competence development, personnel policies, attitude and Objectivity, development climate, interpersonal helpfulness and team spirit taking five top management personnel and 25marketing personnel from a sample of five IT organizations in Noida (IBM, HCL Technologies, HP, TCS and Parotsystem), the study shows that there is no significant difference in HRD climate among the sample organizations. There were two hypotheses in the study, and to prove them mean weighted scores and ANOVA test have been applied by the authors. Authors suggested that for future researches, the replication of this study on other randomly selected IT organizations and comparative analysis of IT organizations with other organizations can be made.

Rao: 2009 carried out a study on the HRD climate in the thermal Power Station of Vijayawada in Andhra Pradesh and stated through his study that HRD is a process which helps to
develop and identify the keen potential of human force. He further suggested that the management in an organization should be generous and should also support their work force emotionally so that it will help the employees to work better and enable them to exhibit their knowledge and skills in a cohesive manner.

Rao and Varghese: 2009 in their published paper analysed the development of human resource at a micro /state level and macro/corporate level, and also determine the link between the two perspectives. The authors further offered suggestions like to implement sound HR policies and practices and establish the creditability with the human resource to attain better outcomes.

Rasool: 2009 undertook a comparative study of Pakistan and China for evaluating the profiles of HRD professionals, their roles and associated competencies. The ASTDs McLagan Model has been employed because it is a mature model and has been tested in many other countries. The author selected the four main sectors viz; financial, communication, textiles and public sector and each sector was further sub-divided into large companies, medium size companies and small businesses. The findings of the study revealed that the development in Pakistan HRD is still in early stages of development and inconsistency in the recognition of HRD in many sectors has been traced. The author further suggested that the application of ASTD model was found to be effective and it could help to promote the standardisation of HRD work.

Mane: 2010 did a study that highlighted the loopholes in the HRD practices that are found to be prevalent in the private sector milk processing organizations in Western Maharashtra. In Pune and Nasik regions of Western Maharashtra there are 80 milk organizations, out of which the author selected 8 organizations as his sample study. The main aim of this study is to examine the HRD practices being followed in selected organizations. The author conducted a survey through a questionnaire based on Likert’s five point scale along with ‘No opinion’. The author employed the Kolmogorov – Smirnov’s ‘D’ test, to test the set Hypothesis and validity of the results. The findings of the study pinpoints that the HRD practices in these organizations are found to be at an infant stage and need to be developed on scientific lines.
Impact of HRD Climate over Job satisfaction measures to improve the Organizational Performance has been studied by Solkhe and Chaudhary: 2010 in their research paper entitled “HRD Climate and Organizational Performance with Focus on Job Satisfaction as a Correlate: Exploratory Analysis”. Sample size chosen for the study was 100 managers out of which only 71 responded through a 38 items model questionnaire developed by Rao and Abraham (1990) for analyzing the HRD Climate, and a 19 items Job satisfaction questionnaire developed by C.N.Dafutar. Statistical tools that have been applied to analyze the results were mean, standard deviation, correlation and regression analysis performed through SPSS18. On the whole, the Researcher found the existence of good HRD Climate in the organization. By concluding the study authors further suggested that this study has focused on the Job satisfaction measure only, but there are many other indicators of OP such as Financial Performance, Employee Turnover, Market Performance, Sales Turnover, Productivity which should also be considered in future for future studies.

Hanandi and Grimaldi: 2010 carried out a study with the objective of developing an innovative organizational model to support the government, international companies and other organizations in developing their human resource through the virtual model of HRD as a tool for knowledge capturing and sharing inside the organization. According to the authors, the VHRD model developed as per the existing learning systems, Web 2.0 along with the integrated systems and technologies is proficient of promoting interaction and participations at a pervasive level by providing a non-threatening self-evaluation and individualized feedback. In addition to this, the present study also throws light on an evaluation method to assess the knowledge management results within the organization by connecting the financial impacts with the strategy maps.

Subramani and Jan: 2011 discussed the importance of the efficiency of human resource in the success of any organization in their published research paper entitled “Organizational Climate Changes in IT Industry”. The authors emphasized their work over the study of organizational climate in IT industries of Chennai, done through a survey questionnaire based on Likert’s 5-point scale at the managerial level (Top, middle and lower) executives. T-test is applied to test the significance of responses retrieved and Factor analysis and cluster analysis are
applied to obtain the factors of HRD climate and classification of employees. The results analyzed were satisfactory even though the authors further suggestions for improving the organizational climatic conditions to match the requirements of the organizational development.

Solkhe and Chaudhary: 2011 dealt with the measure of job satisfaction to analyze the organizational performance and to critically review the relationship of HRD Climate and job satisfaction. The authors conducted a study based on the responses of 71 executives from various departments of a public sector undertaking located in North India. Model questionnaires developed by Rao and Abraham, 1985 for HRD Climate consisting of 38 items and the other developed by Daftuar, 1997 consisting of 19 items for Job Satisfaction was administered for getting the response of the managers. The findings of the study were quite satisfactory that HRD climate has a definite impact over job satisfaction measure which ultimately assists in enhancing the individual’s performance. Although the findings were quite satisfactory, even then the authors suggested managers to improve the welfare measures for the work force and to create a congenial working environment for better results and improved performance.

Research Gap

The foregoing review of literature sheds light on key gaps in the previous researches carried out in this field of HRD. The Researcher intends to put in an honest effort to provide her sincere contribution in this regard. It is seen that in most of the works it is the HRD Climate which has been studied in different organizations to weigh the importance of the human resource and their contribution in attaining the goals of any organization viz; Rao :2009,wrote a paper “Study on HRD Climate in Vijayawada Thermal Power Station, Ibrahimpatnam, A.P. In 1986, Rao and Abraham wrote an article related to a study of HRD Climate in Indian Organizations by conducting a survey through a 38 item questionnaire divided into 3 broad categories of General Climate, OCTAPAC Culture and HRD Mechanism. Likewise Mishra and Bhardwaj in 2002 examined the climate study at three hierarchical levels of managers in a large private sector organization. Whereas Solkhe and Chaudhary: 2011 critically review the relationship of HRD Climate and Job Satisfaction and Srimannarayana: 2008 carried out a study to assess the extent of HRD climate prevailing in Indian organizations.
Hence, a number of studies have been conducted by several authors regarding the HRD Climate at different levels of management in organizations and to value the significance of human resource among other resources of production. HRD Climate and general practices of HRD had been studied in Pharmaceutical Industry, Institutes, Public Private Organizations, hospitals, Garment industry in different regions, areas around the globe but no study has been conducted in Telecom Industry regarding such aspects. **Dimri: 2006** carried out a critical evaluation of HRD Functions in Telecom Industry in India, for which the author undertook a case study of TCIL and C-DoT in public sector and Bharti Infotel limited and Spectra net limited in the Private Sector, but the HRD Practices in Telecom Sector in India and a Comparative study of Public and Private sector companies in particular has not been undertaken by anybody till date. This provides at the disposal of the Researcher to assess the research gap for the present construct.

Due to that reason, the present study has been designed to look forward towards the comparative analysis of HRD Practices followed by Public and Private sector companies. The case studies that have been chosen by the Researcher for exhibiting such comparison are BSNL in the Public sector and Reliance Communication in the private sector on the basis of their role and contribution in the growth and development of Indian Telecom Industry.

**Scope of the Study**

The Researcher feels that this research project will certainly throw light upon various aspects where the top level management in telecom companies both in public and private sector needs to work out. The dimensions chosen for study cover almost all aspects of HRD practices in any organization. The findings and conclusions of the study would be of great help in whipping out some of the undesirable issues that are likely to crop up in the implementation of such HRD practices.

**Research Aims and Objectives**

Most of the studies on HRM practices have examined only the employers’ perspectives and ignore employees’ perception. As rightly observed by **Legge: 1998** “when reading accounts...
of HRM practice in UK and North America it is noticeable the extent to which the data are (literally) the voices of management”. It was due to this reason that the present study measured employees’ rather than employers’ perspective of HRD practices and organizational values. The main aim for designing the present study is to assess the status of HRD practices in public and private sector companies in general and also to make a comparative study of HRD practices of BSNL and Reliance Communication in particular on the basis of an empirical survey. Thus, the present study has been carried out to attain the following objectives:

1. To review the conceptual framework of the term ‘HRD’ and also to discuss its future prospects.
2. To study the overall growth and development of the Telecom Industry in India.
3. To examine the HRD practices being followed in Public and Private sector telecom companies in India at managerial and non-managerial level.
4. To make a Comparative Study of Public and Private sector telecom companies in India in context of HRD practices.
5. To suggest remedial measures for improving the HRD practices in the telecom industry in India.

**Hypotheses of the Study**

The term ‘hypothesis’ (derived from the Greek word, πόθεσις plural hypotheses) is a proposed explanation for a phenomenon which means "to put under” or "to suppose". For a hypothesis to be put forward as a scientific hypothesis, the scientific method requires that one can test it. Scientists generally base scientific hypotheses on previous observations that cannot satisfactorily be explained with the available scientific theories. Even though the words "hypothesis" and "theory" are often used synonymously, a scientific hypothesis is not the same as a scientific theory. A hypothesis requires more work by the Researcher in order to either confirm or disprove it. In due course, a confirmed hypothesis may become part of a theory or occasionally may grow to become a theory itself ([en.wikipedia.org/wiki/Hypothesis](en.wikipedia.org/wiki/Hypothesis)).
There are two hypotheses that are possible:

- H0: the null hypothesis. The number is from a standard normal distribution with $\mu = 0$.
- HA: the alternative hypothesis. The number is not from a standard normal distribution with $\mu = 0$.

The art of statistics is in finding good ways of formulating criteria, based on the value of one more statistics, to either fails to reject the null hypothesis or reject the null hypothesis $H_0$. The hypotheses formulated for this research study have been summed on the basis of dimensions that have been observed for undertaking the present work. The Researcher have selected five dimensions over which the hypotheses would be based, these dimensions are: Quality of work-life and Welfare measures, Organizational Development, Training and Development, Performance Appraisal and Participative Management. The different hypotheses are as follows:

**H01**: There is no significant difference in the Quality of Work Life and Welfare measures in BSNL and Reliance Communication at managerial level.

**H02**: There is no significant difference in the Quality of Work Life and Welfare measures in BSNL and Reliance Communication at non-managerial level.

**H03**: There is no significant difference in the Organizational Development (OD) of employees in BSNL and Reliance Communication at managerial level.

**H04**: There is no significant difference in the Organizational Development (OD) of employees in BSNL and Reliance Communication at non-managerial level.

**H05**: There is no significant difference in the Training and Development of employees in BSNL and Reliance Communication at managerial level.

**H06**: There is no significant difference in the Training and Development of employees in BSNL and Reliance Communication at non-managerial level.
**Ho7:** There is no significant difference in the Performance Appraisal and Rewards offered to the employees of BSNL and Reliance Communication at managerial level.

**Ho8:** There is no significant difference in the Performance Appraisal and Rewards offered to the employees of BSNL and Reliance Communication at non-managerial level.

**Ho9:** There is no significant difference in the level of Participative Management among the employees in BSNL and Reliance Communication at managerial level.

**Ho10:** There is no significant difference in the level of Participative Management among the employees in BSNL and Reliance Communication at non-managerial level.

These hypotheses have been tested with the application of certain statistical measures like, Average Mean, Standard Deviation, and Student’s t-test.

**Statistical Tools**

- For analysing the results of the HRD Practices, the item wise responses have been converted into percentage form for its interpretation according to the scoring scale.

- Mean and Standard Deviation have also been calculated to know the nature of distribution of the dimensions selected.

- To further determine the veracity of the results obtained, t-test has been applied to find out the significant difference across the managerial and non-managerial level in BSNL and Reliance Communication on the selected dimensions of HRD practices and to compare their results.

**Research Methodology**

The Research is a process of refilling human experience for being embodied in the stock of knowledge. Researching as such involves-prolonged process of ascertaining the truth behind the hypotheses under examination, testing their logical validity with the application of statistical tools, and examination of empirical support of traditional guess work and known work. In 2008,
Creswell states that- "Research is a process of steps used to collect and analyse information to increase our understanding of a topic or issue". It consists of three steps:

- Developing a question,
- Collecting data to answer the question raised, and
- Present an answer to the question

Research can also fall into two distinct types:

Primary research which refers to the original findings of the observer/Researcher, the purpose of the original research is to produce new knowledge, rather than to present the existing knowledge in a new form (e.g., summarized or classified),] and the other type is called Secondary research which include-Summary, collection and/or synthesis of an existing research (en.wikipedia.org/wiki/Research).

The present work is based on both primary and secondary data. The methodology adopted for carrying out the present construct:

- The study is empirical in nature therefore; the work is largely based upon primary data. Data has been collected with the help of a survey questionnaire based on the guidelines of the model questionnaire developed by Rao and Abraham (1991) with some modifications, conducted among the employees of the selected companies in public and private sector of Indian Telecom Industry.
- Secondary data is also used for referring the conceptual aspect and literature review collected from various sources like published books, annual reports, journals, magazines, periodicals, research surveys, work conducted on the subject, and websites.

The findings and observations have been analysed and evaluated to derive pragmatic recommendations in the form of suitable suggestions.
Sample Study

As stated above, that a survey questionnaire has been constructed and administered among the employees of BSNL and Reliance Communication at managerial and non-managerial level from the selected districts of Uttar-Pradesh (UP), viz; Agra, Aligarh, Bareilly, Moradabad and Rampur. The Sample of the study has been undertaken up to 500 employees, but out of the total questionnaires received, 60 questionnaires were not properly responded and the rest 40 did not turned up. Hence, the study remained confined to the limit of 400 employees in total which are further classified into managerial 126 and non-managerial 140 in BSNL equals to 266 in total and in Reliance Communication the total respondents were 134, out of which 78 belonged to the managerial level and the rest 56 were the respondents from the non-managerial level.

Limitations of the Study

Despite of all the earnest attempts made by the Researcher to elicit all required data on HRD practices in telecom sector at managerial and non-managerial level of employees, it is subject to certain limitations due to the fact that the data is based on individual opinion, which may bring in some bias. Undoubtedly, the responses have been collected from the employees of both the organization working at managerial and non-managerial level, but the study has been conducted in some selected cities of Uttar-Pradesh due to constraint of time. Moreover, the sample size is confined to the responses of 400 employees only; therefore, the conclusions drawn cannot be generalized for all the public and private sector telecom companies in India. In addition to this, most of the respondents were reluctant in expressing their opinion freely without any hesitation and showing lack of interest in responding. This has its own impact to certain extent over the validity of the conclusions drawn. Further, the opinion of some of the employees turns out to be influenced by their peer employees or superiors which might lead to their neutral response to a large extent for several statements.
**Structure of the Study**

In order to pursue the objectives of the present study, the entire work has been broadly divided into six chapters. The *first chapter*, being introductory segment deals with the synoptic view of the entire research project. The objectives for carrying out the work, the scope of the study along with its limitations have also been discussed in this chapter. The Research methodology adopted to deal with the study, sample size selected for the construct, hypotheses which will be tested to check the significance of the dimensions selected for the study has also been defined in this chapter.

The *second chapter* focuses on the conceptual framework of the term Human Resource Development i.e. HRD at length. HRD is a subject which is of paramount importance from the national point of view especially in a developing country like India. It is termed as a process for developing the work force of any organization by upgrading their skills and updating their knowledge in an organized manner. And in the present scenario where the world is going global at a rapid pace and the “Survival of the fittest” is the motto applicable worldwide, it is extremely important to understand the real worth of people in any organization. Today, people are not just the packet of acquaintance and skills but they are the free agents who are proficient in handling the competition and a key to success for dealing with the dynamism of present environment. HRD is the process for identifying such potential and retaining them by providing them congenial working environment, welfare measures and timely training and guidance. Therefore, the meaning, definitions, and concept of HRD are conversed in the second chapter. The historical perspective and future implications of it for the development of a nation have also presented with the help of appropriate tables and diagrams. From the discussion of the basics of HRD to the theoretical foundations and critical evaluation of the subject is also done by the Researcher.

Telecom Industry in India is one of the fastest growing telecom markets in the world. And the fast track growth and development in the telecommunication industry in India has made it a key contributor of the nation’s progress. The *third chapter* entitled “Development of the Telecom Industry in India” has discussed the current scenario of telecom sector and presented the overall growth and development of the Indian Telecom Industry.
Chapter-I: Introductory Background of the Study

Industry and its emergence has been conversed and shown with the help of appropriate tables and figures to give a clear picture of the topic. There are certain key players in the market which deal with the operations of the industry and the regulatory framework which governs the working of the industry are also discussed by the Researcher in the chapter, along with the challenges and constraints that hinges to hamper the growth of the sector.

Fourth Chapter has been framed to highlight the profiles of the sample telecom companies in India both in public and private sector. In public sector, Bharat Sanchar Nigam Limited (BSNL) and in private sector Reliance Communication has been chosen for study. These companies have been selected on the basis of their contribution to the development of the nation. A detailed overview of these companies has been presented starting from their establishment to their missions, visions and objectives. The growth and development of these companies have also been studied and the data has been exhibited with the help of certain figures, charts and tables to be more clear and specific. There are certain achievements of these companies and collaborations which have also been focussed without ignoring their profit stories.

In the fifth chapter, the Researcher has examined the scope and status of the HRD practices in the sample public and the private sector companies. A survey has been conducted on the employees at managerial and non-managerial level of these two companies namely, BSNL and Reliance Communication in public and private sector respectively to assess the status of HRD practices. A model questionnaire developed by Rao and Abraham (1991) with some modifications in it has been used to retrieve the responses of the employees and statistical tools are applied to test the validity of the results.

The last chapter i.e. the sixth chapter deals with the findings of the study and suggestions offered by the Researcher after analysing the observations. HRD is as old as man himself. Enormous work has already been done on the subject however, organizations and industries yet need to realize and appreciate the vital role played by the HRD and damages in its non-implementations could cause. It is sincerely hoped that the suggestions offered by the Researcher would be useful to the organizations under study and helpful to the management in implementing
and formulating the policies and practices in respective organizations, as same would be derived out of the present existing ground realities.

**Conclusion**

To conclude, it is found that the present chapter flashed a broader outlook of the focal resolution for carrying out the present study by discussing the review of literature which helped the Researcher in gauging the research gap. Along with that the objectives, which enabled the Researcher to entail the research design for the research project. Sample size of the study, hypotheses and the limitations of the study has also been conversed. The next chapter has been prepared for the depiction of the conceptual exposition of Human Resource Development (HRD) in an exhaustive manner.

**REFERENCES:**


Chapter-I: Introductory Background of the Study


**Websites Visited:**


