CHAPTER – I

INTRODUCTION AND RESEARCH METHODOLOGY

SECTION – A - INTRODUCTION

The effective performance of an organisation depends not just on the available resources, but also on the quality and competence as required by the organisation from time to time. The efficiency of the production process and various areas of management depend, to a large extent, on the level of human resource development. The term human resources refers to the knowledge, skills, creative abilities, talents, aptitude, values and beliefs of an organisation’s workforce. The vitality of HR to a nation and to an industry depends upon the level of its development. Thus, the human resource development (HRD) practices adopted by an organisation plays a significant role in providing it with its cutting edge. But, what exactly is human resource development? This section attempts to elaborate the fundamental concepts of human resource development.

1.A1. HRD – CONCEPTUAL FRAMEWORK

HRD is a newly emerging field in the area of management. Although it has been in existence in some form or the other since the beginning of civilization, a planned study, promotion and facilitation of HRD in the organisational setting is a recent phenomenon (Saiyadain, 1996).

Knowledge is generated as experiences of an organisation/s multiply. According to Rao (1991) people are the most important and valuable of all resources. Dynamic people can build dynamic organisations. Effective employees can contribute to the success of an
organisation. Competent and motivated people can make things happen and enable an organisation/institution to achieve its goals. Thus, organisations should continuously ensure that the dynamism, competency, motivation, and effectiveness of its employees remain at high levels. Human Resources Development is, thus, a continuous process of ensuring the development of its employee’s competencies, dynamism, motivation, and effectiveness in a systematic and planned way (Bhatia, 1999).

Understanding HRD

HRD is a very broad term and it is to be understood well before it is adopted. It is a systematic approach to managing human beings in the organisational context. HRD has a unique way of working in which each of its components are so well integrated with the other that ignoring any one does not lead to the set objectives. It is qualitatively different from the traditional personnel function. Personnel function is normally seen as a separate function in an organisation but HRD is not distinct. It is a part of every function. In other words, no function in an organisation can be considered in isolation of HRD. Human Resource has to be a concern of all managers in any organisation.

HRD is a pro-active approach to human beings and not a coping stance. HRD approach focuses on the optimum utilization of valuable human resources through reduction of human wastages. HRD not only means a wide range of strategies for the improvement of human resources, but it is actually the concern for vitalizing, activating and renewing an organisation through human resources with special emphasis on the prevailing patterns of activities, attitudes, values, etc., of formal and informal systems.
One of the most talked of subjects in corporate circles in recent times is how to optimize the contributions of human resources in achieving organisational goals and objectives. An efficient and satisfied work-force is the most significant factor in organisational effectiveness and managerial excellence. Moreover, dynamic employees are essential for any organisation that would like to be dynamic and growth-oriented. HRD aims at developing such dynamism in employees along with several other qualities that in combination make the organisation perform well.

The central theme in the HRD approach is the development of the individual and the development of work groups. The emphasis has shifted from maximization of performance and compensation towards employee potential awareness creation and employee potential realization. The focus is now on enhancing employee involvement in internalizing organisational objectives, through vibrant HRD efforts, in order to release the springs of dynamism and creativity of both individual as well as work groups. The personnel function had reduced human resources in organisations to mere objects while the HRD approach views people in an organisation as its destiny. Employees are no longer cogs in the organisation’s wheels but are active agents shaping not only their own future, but also the future of the organisation. The HRD approach, therefore, postulates a proactive rather than a reactive approach, a visionary stance rather than a fire-fighting orientation, a development strategy rather than a constructive strategy.
HRD can be defined as a process undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of an individual, so as to help him to achieve the highest possible human potential as a resource for the community. It means a total, all around development of the person so that he/she can contribute his/her best to the community and the nation at large. Sheth (1988) looks at HRD as an ideology that reflects a liberal, democratic and humanistic view of management of people. According to Khan (1987) ‘HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertaking’.

Thus, human resource development believes that human beings are the most important assets of the organisation and unlike other resources they can be developed to an unlimited extent. To achieve this, a conducive climate must be built on the values of openness, proactivity, trust, mutuality and collaboration. HRD is one of the several organisational processes evolved to cope with the changing environment and to maintain the organisation at its effective best. The focus, therefore, is on development rather than control.

1.A2. OBJECTIVES AND GOALS OF HRD

The following list according to Tiwari (2003) reflects the major items one would expect to find in a set of objectives related to a HRD system:

- Achievement of the company’s objectives through its most valued resources - its work force.
Enhancing both individual and organisational performance, by building a committed and enthusiastic workforce.

Developing a coherent set of HR policies and practices geared towards effective organisational performance.

Creating an organisational climate which is supportive of individual activity and in which energetic endeavors will be nurtured. Such a climate will provide a fertile terrain for the promotion of teamwork, innovation and total quality management.

The creation of a flexible organisational system that is responsive and adaptive and helps the company to meet exacting objectives in a competitive environment.

Increasing individual’s flexibility in terms of their own interests and the functions they carry out.

The provision of task and organisational conditions, which are supportive of people trying to realize their potential at work.

The maintenance and enhancement of both the work force and the operations and activities.

According to Srivastava (1999) HRD is a process by which the employees of an organisation are helped/aided in a continuous and planned way to:

1) Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

2) Develop individual capabilities and exploit their inner potential, for own and/or organisational development purposes.
3) Develop an organisational culture in which superior - subordinate relationships, team work, and collaboration among sub-units are strong and contribute to the professional well-being, motivation and pride of the employees.

The main aims, goals and objectives of HRD are as follows:

- To maximize the utilization of human resources for the achievement of individual and organisational goals.
- To provide an opportunity and comprehensive framework for the development of human resources in an organisation for full expression of their latent and manifest potentials.
- To locate, ensure, recognize and develop the enabling capabilities of the employees in the organisation in relation to their present and potential roles.
- To develop an overall personality of the employees.
- To develop a sense of team spirit, team work, and inter-team collaborations.
- To develop organisational health, culture, and effectiveness.
- To humanize work in the organisation.
- To develop dynamic human relationships.

Therefore, the ultimate aim of HRD is to develop a variety of competencies (knowledge, attitudes, and skills) to perform various tasks or functions required by their respective jobs. The nature of the job is constantly changing owing to changes in the environment, changes in technology, new opportunities, new knowledge, etc. Such a change in the nature of jobs
requires continuous development of employee competencies to do the job well. HRD aims
to provide employees with the opportunities to develop these competencies.

HRD also aims at preparing people for performing roles/ jobs/ tasks/ functions which they
may be required to perform in the future as they go up in the organisational hierarchy or as
the organisation takes up new tasks through diversification, expansion, modernization, etc.
HRD identifies competency gaps of employees at performing the present role/job/task/
function effectively and create conditions to help employees bridge these gaps through

1.A3. HRD – FUNCTIONAL AREAS

In recent years, there has been a relative agreement among HRD specialists as to what
constitutes the field of HRD. Generally, nine areas are identified (Beach, 1985).

  i) Training and development

  ii) Organisational development

  iii) Job design

  iv) Human resource planning

  v) Selection and staffing

  vi) Personnel research and information systems

  vii) Compensation and benefits

  viii) Employee assistance

  ix) Union/labour relations
HRD - Main Practices

The HRD department is entrusted with the task of performing personnel functions. Personnel functions are commonly identified as human resource planning, recruitment, selection, training and development, compensating employees, labour management relations, and personnel research. These functions are broadly put as procurement, development, maintenance and utilization of employees in an organisation. The main task of the HRD department is to develop suitable strategies and practices to ensure the successful functioning of an organisation.

1.A4. SIGNIFICANCE OF HRD

Today many organisations have begun to realize that to cope with the changes taking place in the environment there is a need for developing human resources. Many organisations have either set up separate human resource development departments or have introduced HRD - oriented personnel policies. Effective management of any organisation requires the development of human resources at the optimum level leading to the well being of each employee and creation of a congenial atmosphere (Aswathappa, 1999).

The experiences of SAIL (Steel Authority of India Limited) have shown that the HRD initiatives have a significant role to play for the success of the business started by the organisation in terms of:

- Improvement in work culture as a pre-requisite for improvements in other areas and to tune up the organisation for modernization.
- Rationalization of organisation and of manpower along with increase in production, capacity and investment in new technology.

- Training and Development effort attendant upon technological changes to upgrade skill and managerial ability.

Over the past few years the company has implemented a number of initiatives in the area of HRD. The *Priorities of Action* and the *Appraisal System* are two successful examples. In view of this, over the past few years, there have been encouraging qualitative changes in the attitudes of employees:

- There is a greater awareness among officers, workers and associations.

- Communication process is more effective

- There is considerable clarity about goals and objectives

- Employees have begun to think positively about the company

- There is higher appreciation about their company

The experiences of SAIL are an illustration of the fact that human resources are one of the most important factors for the achievement of organisational goals.
1.A5. THE JOURNEY FROM MAN MANAGEMENT TO HRD

Business history reveals that human resources professionals have always worked to improve working conditions, business practices, job satisfaction, and workers’ productivity. They have made tremendous contribution to the free enterprises system - an important function in the organisation. Traced below is the evolution of HRD.

**Era of Blue Collar Factory Workers (1920-1930)**

This is associated with the emergence of automobile, steel and cement industries. Following these developments, canteen, pension benefits, and life insurance practices were initiated.

**Era of Great Depression (1930-1940)**

In this era, unionization started gaining momentum. Personnel were actively engaged in aiming at improved wages, working conditions, redress of grievances, and empowerment.

**Era of World War II (1940-1950)**

This era saw the personnel department stressing on two aspects: (i) Industrial Relations - which managed union contracts and (ii) Personnel - to manage people and increase workforce productivity. During this phase various schemes such as employee pension, health plan and other benefit programmes gained popularity.
Era of Post War Economy (1950-1960)
In the post war period, more employment was generated in manufacturing sector with the emergence of white-collar workers. Due to the emergence of white-collar workers, the personnel functions started becoming much more systemized. Supervisory training (role play and sensitivity training), professional ethics and career development programmes were frequently heard issues.

Era of Human Relations Movement (1960-1970)
It was a time of psychological orientation at the work place. Bonus, employee suggestion schemes, performance management programme, participatory management programme and merit based pay programme for the workforce gained prominence.

Having found challenging tasks relating to the satisfaction to employees in the organisation, HRD started to explore the following areas: (a) competence (b) mobility in labour market (c) movement for civil rights and (d) initiation of enriched programmes. Thus, the term personnel was converted into ‘Human Resources’.
Era of Restructuring and Re-engineering (1980-1990)

After 1980, downsizing, quality circles, task forces, team building and employee involvement programmes were started due to various reasons such as economic downturns, international competition, technology changes. During this phase, human resource personnel had to deal with several problems at the workplace, such as sexual harassment, work/family issues, workforce diversity and AIDS. Thus, this phase recognized ‘human resources’ as the only source of competitive advantage.

Era of Post-Modern Organisation (1990 and after)

In the post-modern era, employees need flexibility in all areas of work. The important considerations in human resources are planning, employee rights, flexible benefits and computerization of human resources related information. Enterprises are struggling with the issues of downsizing, productivity and global competition. Human resources practices provide the cutting edge to be successful in today’s knowledge based economy.

1.A6. APPROACHES TO HRD

Many approaches have contributed to management re-thinking during different periods and have influenced the development of HRD. HRD approaches may be classified under two heads: the hard approach which includes scientific management and strategic management. Scientific management laid emphasis on practices such as selection of best people, time and motion study, direction of effort, minimum staffing, performance management, performance related pay, and anti-union climate. Strategic management focuses on long-
term thinking, missions and objectives, values, planned activities, resource management, and proactive and focused direction. The soft approach includes human relations where people matter and consultative management, working conditions, motivation other than pay, team work, informal organisation and peer pressure are discussed. The soft approach also includes Japanese management model where commitment, development, organisational culture, quality, just-in-time resourcing, core/periphery (flexibility), and continuous improvement are emphasized.

1.A7. HRD BELIEFS AND PHILOSOPHY

If HRD is not to become merely old wine in a new bottle, the organisation must be committed to certain core beliefs regarding people. They are:

1. People are not only the most important asset, but unlike other assets, people can be developed and their value can be enhanced to an unlimited extent.
2. Development of people requires a climate of trust, openness and mutual trust.
3. The work should offer an opportunity to the employee to discover and use his/her abilities.
4. It is an integral and essential part of every manager’s job to develop his/her subordinates.
5. An organisation should not only satisfy the basic needs of its employees but also their higher needs through appropriate management styles and systems. The higher the level of management, the greater the responsibility for the development of people.
The importance accorded to HRD by an organisation can be judged by the philosophy and culture adopted by it. For example, there are four major tenets which form the core of the culture of Sundaram Clayton Ltd., derived from the TVS group as a total culture. They are:

1. Human assets are the most important assets.
2. Quality of products and services take top priority.
3. Integrity will be ensured in all operations.
4. Technology will receive great importance.

With these sets of convictions, the company has evolved an HRD philosophy over a period of time. The chief elements of this philosophy are:

- Employees are to be adopted into the family.
- Their welfare should be the foremost of the company’s concern.
- Every individual needs to be developed as a whole person and every person needs to be given opportunities for development.
- Retraining and multi-skilling should be an ongoing responsibility of the company.
- There is a need to ensure fair and reasonable compensation which will secure a decent standard of living for every worker.
- The reward system should be based on merit and contribution.
- The workplace should be clean, healthy and congenial to work and the quality of life is to be preserved.
• Forums should exist for frank and open discussions on work-related issues on a continuous basis.

HRD is essentially an ideology. It is underpinned by a philosophy, which starts from the belief that organisations exist to deliver value to their customer and that this is best achieved by adopting a longer term perspective to the management of people and by treating them as assets rather than merely as variable costs. HRD sees people as valuable resources for the achievement of competitive advantage that should therefore be managed and developed to their full capacity and potential. Perhaps the most distinctive feature of HRD is that it is a strategic activity run by the management.

1. A8. HRD – GLOBALIZATION AND ITS AFTERMATH

Globalization that is proceeding at a breath taking pace has its impact in the way the HRD systems are designed, implemented and pursued in the organisations. Several organisations are required to become international and the role of HRD in these organisations has grown significantly. It is increasingly being recognized that effective management of human resources is a major determinant of success or failure in international business. In this era of globalization, the quality of HRD system and management seems to be even more critical than in domestic operations. There is an argument that the cost of human failure in the globalized business is frequently much more severe than in domestic business. However, organisations appear to be not realizing this in practice. Many companies underestimate the complex nature of HR problems involved in international operations.
According to Kandula (2005) Globalization has critical implications to the practice of HRD and some of them are indicated below:

- There will be an increasing requirement for human resource professionals to deal with diversity as the new work force is culturally diverse. In many countries, extensive migration has meant that work force often consists of people form a variety of ethnic, racial and cultural backgrounds. The challenge for HRD will be to positively exploit diversity and synergize different skills to achieve more successful outcomes. There is a need to explore international differences in the way people are managed. With most organisations operating across international boundaries and more managers being transferred internationally, the importance of comparative knowledge about such areas as labour markets, skills legislation and trade unions is apparent.

- The advent of virtual corporations, which retain only a few areas of core competence and outsource other activities, will influence human resource development in a significant manner. HRD departments are to be downsized and will have to outsource a number of HR services. Development of HRD to line managers will be on the rise and line managers are to be involved in design and implementation of HRD systems.

- Shortage of international managers is an emerging challenge and a need to nurture this cadre is apparent.
• The revolution of information technology will permeate every aspect of business and make connectivity a way of life. Connectivity will, in turn, create its own human resources related dynamics with a vast multitude of people interacting with each other in ways very different from now.

• Linking HRD with business strategy will be high on the agenda of organisations. Further, HRD departments need to ensure organisation structures and systems that enhance global effectiveness and enable organisations to achieve both global integration and local responsiveness.

Priorities of HR Professionals in the light of globalization

In the current scenario of business, changes in job demand, job context and job content are taking place at a fast pace. Due to market conditions, technological changes, fast obsolescence of products, work methods and service, managers have to re-think their roles. Managers at all levels have to embrace a much wider span of duties with a greater degree of responsibility, authority and accountability.

The economic turmoil has taken a toll on almost all industries in India and this is not the first time that our country is facing an economic downturn. Many companies went through a similar phase in the nineties. During times like these, managing costs and increasing productivity are important things to pay attention to. Focus should be on productivity per employee. Problem-sharing is the need of the hour. It is important for seniors to spread the word of enthusiasm and happiness and suppress thoughts associated with pessimism and sorrow. Also, one should welcome ideas of change from every employee i.e.,
Collective wisdom should decide the plan of action. The biggest mistake that most companies can make during a downturn is that they lose faith in their employees. And the second biggest mistake is that they lose self-belief. These two mistakes could be big enough to spell doom for them. The objective therefore should be towards fighting for honor and not for medals.

Globalization – HRD Implications for India

The world has become a global village. Even social boundaries are getting thinner due to improvements in global communication. India is one of the last few countries to realize the changes and respond to the same. Liberalization became an invitation and opportunity for other countries to enter Indian markets. Other countries can create new markets for themselves and/or take a good share of the existing markets. For Indian manufacturers and service providers, liberalization brings the challenge of competing with international organisations in providing quality products and services both in India and abroad. Foreign entrants into the Indian market start out with some distinct advantages in terms of technology, design, quality, speed of supply and service, reliability of the product, delivery of service, after sales service, cost and abundance.

For Indian organisations, liberalization has the following implications:

- Sudden competition.
- Unbridled imports.
Pressure to change from low, indigenous, costly and probably poor technology to high or borrowed technology for which high costs are to be paid both in terms of the actual technology costs as well as in preparing people to use it.

- Very little changes in infrastructure and bureaucracy at operating levels.
- Cultural and indigenous barriers to change.

1.A9. INDIAN EXPERIENCES IN HRD

India has world-class organisations and skilled work-force, global business vision, HR capabilities and the courage to compete in a globalized economy. Continued development of the competencies, motivation, and needs of all the people within an organisation is needed for a business that thinks hard about the organisation’s needs and where its advantage is going to come from. Therefore, putting right people in the right place and encouraging the right development activities using strategic management approach will enhance organisational efficiency, productivity, and their appropriate profitability. The most important reason for the increased interest in HRD by the Indian business is the perceived connection between HRD activities and productivity.

Wipro, Aditya Birla group, Reliance, Infosys and Ranbaxy are examples of successful Indian companies that have acquired status as global organisations par excellence. These companies are strategizing their core-competencies and their corporate strengths. They are adopting best management and HR practices and policies, which aim at cutting costs, improving quality, product and services, developing in-house technologies, improving the
quality of their human resources, and building their product quality. They are also adopting the most innovative managerial tools, HR techniques, methods and processes, such as benchmarking, teamwork, total quality management (TQM), quality circles (QCs), business process reengineering (BPR), and just in the time (JIT) concepts, to improve their efficiency and effectiveness. However, these organisations are exceptions rather than the rule. The HRD scenario in the country still leaves much to be desired.

In a country where human resources are abundant, it is a pity that they remain under-utilized. It is undisputed that technology alone, however sophisticated, cannot bring about the desired change in economic performance of the country unless human potential is fully utilized for production purposes.

Rapid development in technology in the fields of Electronics, Computer and Communications and developments taking place in advanced countries of the world have a corresponding effect in our country too. These technological changes are accompanied by equally important social and political changes. These changes are the fruits of innovative minds and entrepreneurship. Irrespective of the type of organisation needed for meeting the challenges of tomorrow, it is essential for us to understand the total management system of a working organisation and its relation to the environment, which may be divided in four parts as follows:

- The tasks the organisation sets for itself
- The structure which should achieve the task
• Technology to meet challenges for today and tomorrow, and

• People in the organisation ready to take up these challenges

Therefore, the development of such human resources has to be under-taken with utmost priority.

_Arya and Tandon (2004)_ report that the available work force in India has exceeds 250 million, both in urban and rural and this is increasing every year. The organised sector employs only about 26 million, in public, private and governmental sectors. About 115 million workers, male and female, in rural as well as urban areas are engaged in what is called informal sector or the unorganised sector, of which 70 million are agricultural workers. The rest are in small industries, in construction, beedi-making, handloom and other household industries. The so-called sunrise industries are a recent phenomenon set up particularly in export processing zones. The vast millions engaged in the unorganised sector lack rights and benefits. Even legislations are hardly enforced due to lack of will and inadequate enforcement machinery. A large section of these workers, particularly women are either illiterate or lack training facility to upgrade their skill.

Human Resources Development is not an academic pursuit, nor isolated from the strategy and pattern of economic development. The two are interrelated - one sub-serves the other. It cannot be gainsaid that despite diversified industrial development during the planning period, the spectacular growth of public sector in building infrastructure, growth in agriculture sector, and the vast human resources, both urban and rural go largely wasted.
and are hardly utilized. Unemployment goes hand in hand with underemployment which in turn acts as a brake to further development of the economy due to lack of purchasing power of a larger section of the population and shrinking domestic market.

In the Indian context of vast, unutilized and underutilized manpower, introduction of new and modern technology should not be aimed at reduction or replacement of manpower, but for more rapid expansion and diversification of productive forces in order to accelerate economic development. It is admitted on all hands that our education system has largely been churning out generalists and failed to fulfill the needs of the economy and that of the student community to play their intellectual role in the development of the economy. Undoubtedly, the education system not excluding adult literacy is required to be overhauled in terms of strategy and pattern of development.

Human resource development is a whole concept, not confined only to education or vocational training, but to the overall development of the individual in matters of health, shelter and all round well-being.

In the sphere of industry, industrial democracy, employer-employee relationship and involvement and participation of workers in the decision-making process of the industry or enterprise are vital factors of human resources development. Human resource development should not be confined to short-run narrow sectional interests, but should have a wider perspective of social development towards a progressive direction for the benefit of our people at large.
Why do some of our HRD Concepts Fail in Practice?

Practitioners very often say that theory is different from practice, thereby implying that concepts have little practical value. It is a matter of deep concern for academicians, consultants and practitioners alike, as to why some HR models which are successful as concepts, are failures in practice. OD interventions, change in management strategies, assessment center, suggestion schemes, team building efforts, business process re-engineering, organisational commitment programmes, leadership development models, knowledge management, organisational learning, interpersonal communication, empowerment, and process development initiatives etc., are all very logical and rational as theories but their success rate in practice in our country is abysmally poor. It’s very sad. But true!

There are several reasons why HR concepts fail in practice. The secret of failure lies in the essence of these theories: which are all based on a simple concept of promoting a work culture that is open, trust oriented, collaborative, team based, and flexible. In a nutshell, these concepts are highly idealistic and philosophical. Therefore, the fundamental assumptions of these concepts are similar, though a different jargon is used to describe them. The possibility of success is rare if the assumptions are not close to reality. This is precisely what happens with most HR theories. The deficiencies in underlying assumptions have paved the way for grand failures. The term failure has two meanings in the present context. The first refers to the inability of these concepts to create a significant impact on the bottom line of organisations, in terms of product sales, turnover, profits, and earnings per share. Secondly, it fails to create the right work culture or accomplish the pre-
set objectives. These concepts have hit failures due to prime reasons. One reason is the lack of conducive general conditions or what may be called catalytic forces, which are essential for infusion of new HR models. The in-built deficiencies or significant limitations of the concepts themselves form the second reason.

1.A10. HR PRACTICES IN THE MANUFACTURING AND IT SECTORS – IMPORTANCE AND NEED FOR RESEARCH

The Indian manufacturing sector has the potential to elevate much of the Indian population above poverty by shifting the majority of the workforce out of low-wage agriculture activity.

Manufacturing sector is the backbone of any economy. It fuels growth, productivity, employment, and strengthens agriculture and service sectors. Astronomical growth in worldwide distribution system coupled with opening of trade barriers, has led to the stupendous growth of global manufacturing networks, designed to take advantage of low-waged yet efficient force of India. The Indian manufacturing sector is broadly divided into –

- Capital Goods and Engineering
- Chemicals, Petroleum, Chemicals and Fertilizers
- Packaging
- Consumer Non-durables
- Electronics, IT Hardware and Peripherals
- Gems and Jewelry
• Leather and Leather Products
• Mining
• Steel and Non-Ferrous Metals
• Textiles and Apparels
• Water Equipment

India Business Directory (2010) reports that the GDP’s share of manufacturing industry in India has grown from 25.38% in 1991 to 27% in 2004. Its contribution to exports has increased from 52% in 1970 to 59% in 1980, 71% in 1990 and 77% in 2000. Manufacturing exports accounted for a little over 5% of the value of output of the manufacturing sector in 1990. It is now close to 10%. India currently exports manufactured products worth about $50 billion. A recent study has forecast an annual growth of 17% and it is expected to cross the $300 billion mark by 2015. Most of this offshoring business would be in the auto components, pharmaceutical, apparel, specialty chemicals, electrical and electronic equipment sectors.

The Indian manufacturing industry is successfully competing in the global marketplace and registering high growth but a large section of Indian manufacturing sector still suffers from bottlenecks like:

• Use of primitive technology
• Poor Infrastructure
• Expensive financing and bureaucracy, and above all
• Under utilization of human resources
Moving on to the IT (Information Technology) Sector, the Indian software industry has grown from a mere US $ 150 million in 1991-92 to a staggering US $ 5.7 billion (including over US $ 4 billion worth of software exports) in 1999-2000. No other Indian industry has performed so well against global competition.

Today, India exports software and services to nearly 95 countries around the world. The share of North America (US & Canada) in India’s software exports is about 61 per cent. In 1999-2000, more than a third of Fortune 500 companies outsourced their software requirements to India.

According to India Information (2010), the annual revenue projections for India’s IT industry in 2008 were US $ 87 billion and market openings are emerging across four broad sectors, IT services, software products, IT enabled services, and e-businesses thus creating a number of opportunities for Indian companies. In addition to the export market, all of these segments have a domestic market component as well.

Other key findings of this report are:

- Software and Services will contribute over 7.5 % of the overall GDP growth of India
- IT Exports will account for 35% of the total exports from India
- IT industry will attract Foreign Direct Investment (FDI) of US $ 4-5 billion
- Market capitalization of IT shares will be around US $ 225 billion
With the formation of a new Ministry for IT, the Government of India (GOI) has taken a major step towards promoting the domestic industry and achieving the full potential of the Indian IT entrepreneurs. Such is the importance attached to IT that, recently, an IT committee was set up by the Ministry of Information Technology, Government of India, comprising Non Resident Indian (NRI) professionals from the United States to seek expertise and advice and also to step up U.S. investments in India's IT sector. The committee is chaired by Minister of Information Technology, Government of India, and the members include Secretary, Ministry of Information Technology and a large number of important Indian American IT entrepreneurs.

The group will:

- Monitor global IT developments and refine Indian IT policy to meet global requirements. Specifically, this will help attract investors and venture creators.

- Promote the growth of human resource development in the IT sector with the aim of creating quality-based education.

- Promote research and development in the sector by identifying thrust areas and drawing up a blueprint for action.

India’s most prized resource in today’s knowledge economy is its readily available technical work force. India has the second largest English-speaking scientific professionals in the world, second only to the US. It is estimated that India has over 4 million technical workers, over 1,832 educational institutions and polytechnics, which train
more than 67,785 computer software professionals every year. The Government of India is stepping up the number and quality of training facilities in the country to capitalize on this extraordinary human resource. It is the knowledge industry that will help take the Indian economy to a sustained higher rate of growth and the policy makers are fully aware of this.

The new economy thrives on knowledge workers who perform complex and highly skilled jobs. On account of the fast expansion of the IT industry and intense competition for skilled personnel, attracting and retaining people and reducing employee turnover is an area of challenge for HR professionals. Managing unrealistically high expectations of the new entrants of an organisation is another issue that is of concern to the HR functionaries. Another challenge faced by the HR function in IT organisations is the creation and maintenance of a culture of flexibility, responsiveness and the continual induction of large number of new people and increasing size of the organisation. Most of the progressive IT organisations fully realize that the adoption of smart and innovative HR practices is the key to overcome these challenges.

Since the demand for IT professionals is greater than the supply, the success of a company is dependent on its ability to attract and retain knowledge workers. IT organisations need to be innovative in order to attract knowledge workers. Infosys boasts of a vigorous recruitment programme, which includes components like interviews with the HR manager, potential supervisor, potential peers and skill assessment. The key areas of consideration while making hiring decision in order of priority, include degree of learn ability, fit with organisational culture and values and educational qualification. Employee referrals are
encouraged so as to provide the candidate with realistic information about the job. Since technology in IT industry keeps changing rapidly, companies like Infosys, Wipro and Hewlett Packard emphasize on learning capabilities and desire for learning rather than the candidates’ knowledge on current technologies.

Keeping in view the phenomenal size and significance of India’s Manufacturing and IT Sectors, it is clear that both these sectors play a key role in India’s economic progress and development. In this backdrop, HRD practices in these two sectors gain immense significance and therein lies the importance of the present study.
REFERENCES


SECTION – B - RESEARCH METHODOLOGY

1.B1. INTRODUCTION

We have witnessed in the recent past tremendous growth of industrial organisations leading to substantial levels of economic and social development. The number of multinational companies is on the raise and continues with almost 80,000 companies worldwide at the forefront of globalization, with employee strength of 55 million (UNCTAD, 2008). Fast industrialization is inevitable in the present-day socio-economic context. India is able to withstand the global recession which is being observed in the recent years. Ramasami (2011), the Secretary of Science and Technology, Government of India on the occasion of the Ninety-one Annual convocation of the University of Mysore has rightly mentioned that the IT companies of private sector located in India have demonstrated the strength of the country. Likewise, other sectors viz., manufacturing, service, hospitality are making remarkable progress boosting the credibility and economy of the country. The reality is that today’s organisations are very competitive; and invite challenges in business. The single most important factor, which determines the success of an organisation, is its human resources. Out of all the resources, human resources are the base of success. Organisations need the right kind of personnel with requisite knowledge, skills, beliefs, attitudes and behaviour that suit the changing environment (Radhika, 2010). It is apt to mention that quality people at work produce quality results and ultimately pave way for high levels of morale. McLean (1995) has stressed the importance of workforce as a company that lost all of its equipment but kept the skills and knowhow of its workforce could be back in business relatively quickly. A company that lost its workforce, while keeping its equipment, would never recover.
Many organisations have set up departments known as ‘HRD Departments’ which symbolizes the recognition of importance of people’s competence development and higher level of productivity. HRD is a process of helping people to acquire competencies. While competencies are essential for quality performance, behind these performances are individuals and similarly behind results are people. Over a period of time, to fulfill the aspirations and professional development of employees, the National Thermal Power Corporation (NTPC) has adopted many HR initiatives viz., competence-building, commitment-building, culture-building and systems-building. The resultant impact is that of enhanced employee satisfaction and commitment, low attrition rate, and ultimately gaining the recognition as the best place to work in/with (Singh, 2011).

1.B2. HR PRACTICES

Good HR practices contribute greatly to the bottom line of the organisation. The success of organisations depends much on appropriate, effective and well communicated HR and business policies and practices. Good planning and development of effective practices are essential to sustain and develop in the present day business scenario. Care must be taken to ascertain that the HR policies and practices are suited to the local requirements and local conditions. HR practices in the overseas workplace differ greatly with the local work practices (Sen, 2011).
A good organisation believes that once an ideal candidate is recruited, everything else is taken care of automatically. Chatterjee (1999) rightly mentioned that the chance of right persons for right jobs has far reaching implications for the organisation.

The HR practices cover mainly four elements concerned with people’s competence development. They are

- Attracting
- Managing
- Nurturing
- Retaining

1.B3. HR PRACTICES - A FRAMEWORK

I. **Attracting** : This includes Strategic planning, Organisational restructuring (Acquisition), Recruitment and Selection.

II. **Managing** : This comprises of Employee relations, Performance management, Knowledge management, Human resource information system, Change management, Quality management, Business process improvement and redesign compliance, Negotiations and networking, Employee separation, HR Audit, Managing diversity (cross-cultural workforce).

III. **Nurturing** : The practices concerned with Training and development, Employee motivation, Organisational development, Maintaining facilitative team building, Wellness management.
IV. **Retaining**: This encompasses Compensation and reward systems, Employee services and benefits, Career planning and development, Quality of work life, Organisational climate and culture, Work ethos, Learning enhancement (Employee substantial).

The key result areas are:

1. Motivation, communication process, and team building.
2. Manpower planning and recruitment.
3. Employee services and employee relations.
4. Training and development.

What is more important is the HR assessment that can help the organisation to achieve positive outcomes by bench marking where it is now and recommending areas for improvement.

The key areas of organisational success are:

(a) Proper and unbiased HR audit,

(b) Conducive organisational culture,

(c) Satisfied work-force, and

(d) Reasonably stressed work.
All the four areas are interrelated and the organisations witness a combined effect. The perceptions of Indian executives of three multi-national companies – each one of Sweden, UK and Korea – operating in India indicate that in Anglo-American MNC, the management style is found to be participative and HR practices are tailor-made for local needs of employees, and their training have been taken as a serious practice and ultimately their perception of HR is more positive (Awasthy and Gupta, 2010). The study indicates the value of HR practices in improving the image of HR department of the organisation.

1.B4. FORMULATION OF THE PROBLEM

Human Resource Development focuses on developing men at work. The present scenario focuses on the productive level of the employees at an organisation is mainly or proportionately equal to the organisation’s contribution towards its employee’s development. Each employee must have an opportunity to know his basic orientations, ways of working behaviour, stresses experienced, and the different ways of coping with stress (Pareek, 2002).

The HRD practices and the resultant outcome would decide the future of the organisation in terms of sustainability and growth. It is needless to mention that in a study on 67 full-time working (Executive) MBA students of four business schools in Bangladesh to understand the relationship of employees’ Perceptions of Performance Appraisal Politics (POPAP) with employees’ organisational outcomes such as job satisfaction, organisational commitment, and turnover intentions, carried out by Sogra et al (2009) revealed that the
employees’ POPAP for the punishment motive significantly reduces the employees’ job satisfaction and organisational commitment and encourage them to quit the organisations.

**Sree Rekha and Kamalanabhan (2010)** made a study of 181 employees of five ITeS/BPO organisations housed in Chennai to know their views on the turnover intentions, job satisfaction and organisational commitment, organisational justice, and stress felt at job, alternative job availability by adopting questionnaire method. The study revealed that the employees are least committed to their jobs, are more stressed, and turnover intentions are on the higher side. The findings indicate the attention that the organisations have to pay to improve the proactive HR practices and ultimately to facilitate employee retention. Hence, it forms an utmost importance to study the present Human Resources Development (HRD) practices, and also the perceptions of employees to the vital issues of HR practices.

**1.B5. SCOPE OF THE STUDY**

The scope of the study is limited to understanding the HR policies and practices of major industrial organisations and to assess the perception of employees on the issues of human resource development in Manufacturing and IT (Information Technology) Organisations of Bangalore and Mysore regions. The study would also highlight the strong inference in the relationship between the issues concerned with HRD.
The study does not cover all other policies and practices which fall under the borderline areas of HR and other areas of operations. Further, the study is confined to major IT and manufacturing organisations and not other sectors viz., service, hospitality. However, the types of organisations, the places in which they are housed and the cosmopolitan character of human resources are similar in most respects. Hence, the outcome will have wider generalisations.

The adoption of ethical considerations (viz., voluntary and anonymous nature) would make the opinions/responses of subjects more transparent and would reflect objectively.

1.B6. AIM OF THE STUDY

The study is aimed at understanding and reviewing the present Human Resource Development (HRD) practices adopted by different manufacturing and IT (Information Technology) organisations; and also the reactions/perceptions of personnel to the issues of Human resource Development viz., HR audit, HR culture, Job satisfaction and Professional life stress.

1.B7. SPECIFIC OBJECTIVES

The specific objectives of the proposed study are.....

a. to throw light on the HR practices, being adopted in the organisations.

b. to understand the selected socio-economic and job factors of employees.

c. to audit the HR practices, as viewed by the employees.
d. to study and measure the level of HRM culture as perceived by the employees.

e. to study and measure the level of job satisfaction, as expressed by the employees.

f. to understand and measure the level of professional life stress as experienced by the employees.

g. to find out the inter linkages between the select socio-economic factors and job factors with study factors viz., HR audit, HRM culture, Job satisfaction and Professional life stress.

h. to suggest measures, on the basis of the findings, for attaining organisational excellence from the perspective of human resources.

1.B8. RESEARCH DESIGN

A research design is the logical and systematic planning and directing of a piece of research. According to Jahoda et al (1951) a research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The design of the study is a descriptive one. A descriptive study is limited to accurate portrayal of surface factors in the situation being investigated and its aim is to obtain complete and accurate information about a given situation. It is a fact-finding investigation process with sufficient ability to describe the characteristics of the sample and enable in analysing the different responses of the subjects.
As the study is concerned with describing the characteristics of employees, and work and working conditions as perceived by them, it is a descriptive research study. The study is also concerned with the study of the frequency with which the chosen issues occur and their association with other variables/attributes, it can also be termed as a diagnostic study. Further, the study is more specific as it focuses on particular aspects or dimensions of the problem being studied. From the point of view of research design, the descriptive as well as diagnostic studies share common requirements.

1.B9. HYPOTHESES

On the basis of the review of the relevant literature and discussions with practitioners in the field, the following major research hypotheses have been formulated for the study.

1. The employees of IT organisations compared to employees of manufacturing organisations have higher levels of positive perception of HRM/HRD policies and procedures.

2. The HRM culture is proactive in IT organisations than that of manufacturing organisations.

3. The employees of IT organisations compared to the employees of manufacturing organisations express higher levels of job satisfaction.

4. The employees of IT organisations compared to the employees of manufacturing organisations express higher levels of professional life stress.

5. Higher level of employees’ perception of HR culture is correlated with higher level of their perception of HRM/HRD policies and practices.
6. Increased level of job satisfaction of employees is correlated with their increased level of positive perception of HRM/HRD policies and practices.

7. The level of job satisfaction of employees and their extent of positive perception of HRM culture are positively correlated.

8. The level of professional life stress of employees is negatively correlated with their favourable perception of HRM/HRD policies and practices.

9. The level of professional life stress of employees is negatively correlated with their level of perception of HRM culture.

10. The extent of professional life stress experienced by the employees and their level of job satisfaction are negatively correlated.

1.B10. PLACES OF THE STUDY

The present study has been undertaken in two places of Karnataka State, India viz., Bangalore and Mysore. A brief profile of the two places from the point of view of Industrial development is mentioned hereunder:

**Industrial background of Bengaluru (Bangalore)**

Bangalore that the used to be the calm and quite city in the 70’s and 80’s has gone through a complete metamorphosis. Today it is one of the largest economic hubs of India. The city is the fastest growing metropolis in the country with the economic growth rate pitched at 10.3%. The city has the credit of attracting foreign direct investment to the tune of a whooping US $ 300 million which is the fourth largest if we consider with other Indian
cities. This phenomenal growth of the economy of Bangalore has been possible due to the immense industrial development in and around the city. The credit of transformation of Bangalore as an industrial hub primarily goes to Sir Mirza Ismail and Sir Mokshagundam Visvesvaraya, the former Deewans of the erstwhile State of Mysore, who have played an instrumental role in making Bangalore both an industrial as well as a manufacturing hub of the country. It is their foresight and planning that materialized the industrial advancement of Bangalore.

There are so many factors that have played a major role in the rapid industrialization of Bangalore. Pleasant weather, geographic location, excellent infrastructure, simple and transparent administration and above all the willingness of the government, to adopt and change with the times have all contributed to the growth of the city. With regard to the industries in Bangalore, there are so many sectors that have their presence in the city.

A sector wise industrial advancement is mentioned hereunder:

**Information Technology**- with the largest share (about 33%) of India’s total IT exports of US $ 33 billion, Bangalore is rightly called as the Silicon Valley of India. Bangalore is home to a large number of IT and ITeS companies. The two software leading companies of India, Infosys and Wipro have their headquarters in Bangalore. So many global IT companies like Microsoft, Analog Devices, Google, Yahoo and Oracle have development centers in the city. The vast IT infrastructure of Bangalore is spread over three clusters – Software Technology Parks of India (STPI), International Technology Park Bangalore (ITPB), and the Electronics City.
Manufacturing – Bangalore is also a prominent place in terms of the manufacturing sector in India. It is the base of the Bharat Electronics Limited (BEL), Bharat Earth Movers Limited (BEML), Bharat Heavy Electricals Limited (BHEL), Shahi Exports House, Hindustan Motors (HM), Indian Telephone Industries (ITI), and Hindustan Machine Tools (HMT). Apart from these heavy industries, Bangalore is also the hub of automotive engineering. Japanese car major Toyota and Volvo the Swedish auto company, have manufacturing units in Bangalore.

Aerospace and Aviation – With the presence of the Hindustan Aeronautics Limited (HAL) headquartered in Bangalore has its research and manufacturing units in Bangalore. The city is no doubt the epi-centre of aerospace industry in the country as well. The National Aerospace Laboratories (NAL) engaged in civil aviation technologies is also headquartered in Bangalore.

Biotechnology- the city of Bangalore is witnessing a rapid growth in the field of biotechnology. Among 240 biotechnology companies in India, 97 are based in Bangalore. This has been possible for the focused and comprehensive biotechnology policy proposed by the Karnataka Vision Group on Biotechnology.
Industrial background of Mysore

The Royal City of Mysore is built by the kings of Odayar Dynasty. The many palaces and monuments in and around the city are well known for their architectural style and beauty. The city of Mysore is not only known for its heritage but also as a growing industrial hub. The city is well connected by road, rail, and air. The distance between Bangalore and Mysore is 140 kms. It has attracted investors to establish industries such as Manufacturing, IT, ITeS industries, and other small scale industries.

According to a survey conducted by Business Today, Mysore was ranked the 5th best city in India to conduct business. (www.mysorehub.com)

Mysore has four industrial areas. They are

- Belagola
- Belavadi
- Hebbal (Electronic City)
- Hootagali area

Manufacturing industries: The growth of manufacturing industries in Mysore has been tremendous. The prominent manufacturing industries in Mysore are:

- JK Tyres Ltd.,
- Falcon Tyres Ltd.,
- L&T Group of Companies,
- Kirloskar Electric Co. Ltd.,
• Mysore Polymers & Rubber Products Ltd.,
• Automotive Axles Ltd.,
• Rane Madras Ltd.,
• Bharat Earth Movers Limited (BEML),
• Triveni Engineering Ltd., etc.,

**Information Technology:** After 1990s, IT industries have been established in and around Mysore. The prominent IT industries in Mysore are

• Infosys Technologies;
• Wipro Technologies;
• COMAT Infoscribe;
• Software Paradigms Infotech Pvt. Ltd.,
• Aris Global Pvt. Ltd.,
• Excel Soft Technologies Pvt. Ltd., etc.,

**Biotech Industries**: Biotech industries are fast catching in Mysore city. The prominent BT industries are

• Zeus Biotech Ltd.,
• L&T Medical Ltd.,
• Kaypeeyes Biotech Pvt. Ltd.,
• Labland Biotech Pvt. Ltd.,
• Murhopye Scientific Company;
• South East Agro Industries Ltd.,

1.B11. UNIVERSE

The study has been carried out in two major manufacturing and two IT organisations of Bangalore and Mysore regions. The four organisations are exclusively either manufacturing or IT sectors. The number of employees in each of the organization is detailed below:

<table>
<thead>
<tr>
<th>Type of Organisation</th>
<th>No. of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT – 1</td>
<td>125</td>
</tr>
<tr>
<td>IT – 2</td>
<td>750</td>
</tr>
<tr>
<td>Manufacturing – 1</td>
<td>850</td>
</tr>
<tr>
<td>Manufacturing – 2</td>
<td>450</td>
</tr>
</tbody>
</table>

Employees from manufacturing and IT organisations, who fulfil the inclusion and exclusion criteria, stated below form the universe of the study:

**Inclusion criteria:**

a. Employees with a minimum of one year of continuous service in the same organisation.

b. All male and female personnel.

**Exclusion criteria:**

a. Those personnel working on contract basis and those not on the pay rolls.

A list of employees, fulfilling the above stated inclusion criteria, has been prepared for each of the organization.
1.B12. SAMPLING

From among the list of employees, a sample of two hundred employees (50 each from two manufacturing and 50 each from two IT organisations) has been chosen on random basis using simple random sampling method (lottery method).

The Information Technology (IT) and Manufacturing are two different entities which require workforce of varied competencies and educational background. Technical qualification is highly preferred in IT, compared to the other sector. Further, work environment is different in both the sectors. The job turnover is relatively moderate in IT sector and retaining the talent is a challenging task. Keeping in view the variations in both the entities, a disproportionate number of employees, using simple random sampling method has been chosen.

<table>
<thead>
<tr>
<th>Type of Organisation</th>
<th>No. of Employees fulfilled the inclusion and exclusion criteria</th>
<th>Sample chosen</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT – 1</td>
<td>074</td>
<td>50</td>
</tr>
<tr>
<td>IT – 2</td>
<td>146</td>
<td>50</td>
</tr>
<tr>
<td>Manufacturing – 1</td>
<td>240</td>
<td>50</td>
</tr>
<tr>
<td>Manufacturing – 2</td>
<td>275</td>
<td>50</td>
</tr>
</tbody>
</table>
Justification for the Sample Size

1. Since the number of employees meeting the inclusion and exclusion criteria is lower than 100 in one IT organisation, to maintain parity a sample size of 50 has been selected from each organisation.

2. A sample of 50 would be the minimum required number for application of statistical techniques so as to make valid generalizations.

3. Since the study is an intensive one of understanding the core HR practices, a sample of 50 would be considered adequate.

1. B13. TOOLS OF THE STUDY

The following tools have been used in collecting data:

1. To have an in-depth and intensive understanding of HR policies and practices, a case study of four organisations are made. Feldman (1997) has vividly explained that the purpose of case study is not only to have clarity about the issues intended to study but also derive insights to have an understanding of the issues in general. However, the researcher is cautious of the generalizations made. A carefully designed format containing a set of questions to gain insight into the HR policies and practices is adopted in selected organisations.
The format, designed to get the details of HR policies and practices, comprises of the following issues:

a. Manpower Planning
b. Recruitment
c. Selection
d. Induction
e. Career Development and Career Planning
f. Training and Development
g. Critical Attributes Analysis
h. Appraisal and Reward System
i. Feedback
j. Reward Management
k. Promotional Policy
l. Leave Facilities
m. Welfare Facilities for Employees
n. Practices of Employee Relations
o. Industrial Relations
p. Organisational Development
q. Storage of Data and Processing
r. Corporate Social Responsibility
s. Sexual Harassment of the Women at the Work place
   (Prevention, Prohibition and Redressal)
t. Attrition
u. Retirement
v. Counselling Services
w. Personnel Research
x. Attitude of Management

2. To assess the HR audit, a scale developed by Rao and Pareek (1996) is used.

3. To study and measure the perception level of employees on HRM culture, a scale developed by Washington (2005) has been adopted.

4. To assess the extent of job-satisfaction of employees, a scale developed by Mishra et al (1977) has been adopted.

5. To assess the professional life stress of employees, an inventory developed by Fontana (1989) is administered.

2. HR AUDIT QUESTIONNAIRE: Audit is an examination of the implementation of policies and practices and their outcome with reference to a set of objectives. It is highly desirable that a comprehensive HR Audit exists in every organisation, though it is not legally binding as that of financial audit (Pradeep Kumar, 2010).
Every major industrial organisation will have policies and practices for the management/development of human resources. These policies and practices are evolved after thorough deliberations at different levels and also taking into cognizance the practices in other similar organisations. However, mere formulating of policies and practices does not suffice, unless they are evaluated periodically to find out the extent of implementation and their effectiveness and efficacy in bringing desirable changes both in perception and action.

To understand the perceptions of employees in order to audit the human resource management/development policies and practices of an organisation, **Rao and Pareek (1996)** have developed a questionnaire. In other words, it is to study the extent of success or failure of policies and practices. The questionnaire is intended to identify what works?; What does not work?; What needs change? And what would be the nature and extent of change required?

The questionnaire has 120 statements covering six areas viz., Managing People; Recruitment, Performance Management, Training and Development; Appraisal and Reward, Organisational Exit. There are four answers to each question with four point scale viz., 4. Very true (76% to 100%); 3. True (51% to 75%); 2. Partly true (26% to 50%), and 1. Not true (0% to 25%).
A higher score indicates the positive side of policies and practices and lower score speaks of areas that needs the attention and intervention of policy makers and corrective action that need to be initiated.

3. HRM CULTURE SCALE

This is a scale to measure the HRM culture as perceived by the employees. Here, culture refers to working environment and policies related to employment that facilitate the functioning of employees. The commitment of management in providing supportive organisational climate and also facilitate personnel policies speak of the importance that is being given to Human Resource Development (Shastri, 2006). Srivastava (2011) says that culture is a cohesive force and an adhesive that binds the company together as a unit. Transparency and trust are the cornerstones of the organisational culture which believes in the philosophy of employees first and customers second. Proactive culture is the desirable atmosphere which enables smooth interpersonal relations, development of team approach, and disciplined attitude of employees.

The HRM Culture Scale, developed by Washington (2005), comprises of 120 items under 15 sub-divisions. There is a five-point scale for every item ranging from strongly agree (1), Agree(2), Undecided (3), Disagree (4), to Strongly disagree (5).
The items that are covered are - HR Managers (8 items); Awareness about HR Roles (9 items); HR Department (8 items); Employee-Management Relationship (10 items); Discipline (5 items); Employee Welfare (6 items); Training and Development (6 items); Communication (8 items); Recognition (6 items); Growth (12 items); Respect (7 items); Compensation (6 items); Socialisation (11 items); People Philosophy (10 items); and Total Quality Management (8 items). Higher scores indicate a higher level of proactive culture prevailing in the organisation. Lower the level lesser the conducive atmosphere for human resource management.

The scale is further tested for reliability (alpha: 0.7981) and Validity (0.8934).

4. JOB SATISFACTION INSTRUMENT

The term Job refers to any definite piece of work, undertaken by an individual. Satisfaction is an intrinsic trait of the person whose requirements of the needs are fulfilled. Job is a means to an end and the end is the reasonable fulfillment of the needs of the person. Sometimes, job itself is an end wherein the person gets the pleasure of keeping himself busy with some work or activities.

Job satisfaction is not the result of one factor. There are multiple factors which work simultaneously that end in the satisfaction of an employee. The changing economic scenario in the world has led to significant improvement in work performance and has enabled organisations to face global competition. This calls for a new work culture, a high-level commitment on the part of the employees and achievable organisational goals.
Quality of work-life of employee affects his/her perceptions about himself/herself (greater self-esteem), about the job (includes job satisfaction and involvement) and about the organisation to which they are a part of in the form of strong commitment to the organisational goals. When the quality of work-life is on the positive side, it results in the emergence of committed, healthy, responsible, productive, and motivated workforce (Saklani, 2003).

Job satisfaction encompasses many important aspects that are commonly found in the literature. The instrument to assess the level of job satisfaction, developed by Mishra et al (1977), covers eleven important areas i.e., security, monetary remuneration, service conditions, future advancement, recognition of good work, social circle, working conditions, nature of job, supervision, accommodation, and leave facilities.

The above eleven areas have been divided into 41 statements. To avoid hallow effect, both negative and positive statements are mixed in such a manner that a person has to think and respond. The responses are recorded on the basis of a five-point scale. In case of negative statement, the scoring is reverse – the most unfavourable response gets a score of 5, 4 for unfavourable, 3 for neutral, 2 for favourable and 1 for the most favourable response, and scoring differs and is opposite in case of positive statements. The positive statements are 18 (Nos. 2, 3, 4, 9, 15, 16, 18, 19, 22, 24, 26, 27, 30, 32, 35, 36, 40 and 41) and the negative statements are 23 (Nos. 1, 5, 6, 7, 8, 10, 11, 12, 13, 14, 17, 20, 21, 23, 25, 28, 29, 31, 33, 34, 37, 38 and 39).
The time required for filling-up questionnaire is about 30 minutes. The total score indicates the real position of the level of job satisfaction. Higher score indicates higher level of job satisfaction. The interpretation is on the basis of the following norms:

- **Above 105 score**: Full satisfaction
- **71 to 105**: Average level of satisfaction
- **70 and below**: Dissatisfaction

The instrument is found to be reliable (coefficient of reliability determined by split-half is 0.78 and Test - re-test is 0.69) and valid (coefficient of validity is found to be 0.68)

5. **PROFESSIONAL LIFE STRESS SCALE**

Stress is an inevitable part of life and up to an optimal level, stress is desirable and productive too. Stress is a response to events that are threatening or challenging (Coleman, 1972). Stress motivates an individual and the result, a desirable functioning is achieved. But if the level of stress is more than the capacity of an individual; it wrecks the functioning and thus paves a way for disturbed behaviour. Too much or too low levels of stress are vulnerable for maladjustment. Stress of one person may not be stressful to others.
Life is full of stressors - the circumstances and events - that produce disturbances in well-being. Though most pleasurable events produce stress but negative events have made adverse consequences than positive events. Although organisations offer attractive remuneration in addition all the benefits, employees continue to lead an unhappy professional and personal life. Both conflicts at the workplace and high levels of work stress affect adversely the quality of work life (Pradeep Kumar (a), 2010). Stress at the workplace is not a new phenomenon and it does good when it is normal. But when the level of stress crosses the reasonable level, it becomes an issue of serious concern to both employees and managers (Rathore et al 2007). Fontana (1989) developed a scale that will help the individual to clarify some of the person’s thinking about his/her own life. The score provides useful information and at the same time serves as a guide to action. The scale comprises of 24 statements and for every statement a definite score is given. The score is allotted as follows:

Question 1 - (a) 0 (b) 1 (c) 2 (d) 3 (e) 4

Question 2. Score 1 for each ‘Yes’ response

Question 3. Score 0 for (a) - more optimistic

1 for (b) - about the same

2 for (c) - less optimistic

Question 4. Score 0 for (a) ‘Yes’ ; 1 for (b) ‘No’

Question 5. Score 0 for (a) ‘Yes’; 1 for (b) ‘No’

Question 6. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’
Question 7. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’

Question 8. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’

Question 9. Score 0 for option (a) ‘Yourself’; 1 for (b) ‘Someone else’

Question 10. Score 2 for option (a) ‘Very Upset’; 1 for (b) ‘Moderately upset’; 0 for (c) ‘Mildly upset’.

Question 11. Score 0 for option (a) ‘Often’; 1 for (b) ‘Sometimes’; 2 for (c) ‘Only occasionally’.

Question 12. Score 0 for option (a) ‘No’; 1 for (b) ‘Yes’

Question 13. Score 2 for option (a) ‘Habitually’; 1 for (b) ‘Sometimes’; 0 for (c) ‘Only very occasionally’.

Question 14. Score 0 for option (a) ‘Mostly’; 1 for (b) ‘Sometimes’; 2 for (c) ‘Hardly ever’.

Question 15. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’.

Question 16. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’.

Question 17. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’.

Question 18. Score 2 for option (a) ‘Often’; 1 for (b) ‘Sometimes’; 0 for (c) ‘Very rarely’.

Question 19. Score 0 for option (a) ‘Most days’; 1 for (b) ‘Some days’; 2 for (c) ‘Hardly ever’.

Question 20. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’.

Question 21. Score 0 for option (a) ‘Yes’; 1 for (b) ‘No’.

Question 22. Score 1 for option (a) ‘Hinder’; 0 for (b) ‘Help’.
Question 23  Score 0 for option (a) ‘Exceeding your expectations’; 1 for (b) ‘Fulfilling your expectations; 2 for (c) ‘Falling short of your expectations’.

Question 24  Score 4 for option (a) ‘1’; 3 for (b) ‘2’; 2 for (c) ‘3’; 1 for (d) ‘4’; and 0 for (e) ‘5’.

The following norms are followed for the total score:

**Pattern of Scoring:**

**15 and below**  Stress not a problem in life.

**16- 30**  Moderate range of stress and one has to look for measures to reduce it.

**30- 45**  Stress is really a problem and corrective measures are required to be taken. It is the time that the person has to look at his professional life.

**45 – 60**  Stress is a major problem and the person is nearing the stage of exhaustion in the General Adaptation Syndrome. The pressure is so high that it needs to be eased. Some corrective action has to be taken without any delay.

There are three stages of General Adaptation Syndrome Model:

1) Stage of alarm and mobilization

2) Stage of resistance, and

3) Stage of exhaustion - The decline of ability in coping with stress is found in this stage and very few reach this last stage (*Coleman, 1972*).
All the four inventories (cited above under 2 to 5) have been administered on the subjects, chosen for the study. For scoring purpose and to avoid the problem of unequal number of items in each of the sub-divisions / areas in the scales, the mean percentage score is obtained by adopting the formula: Score obtained / Max. Possible score x 100. The range being 0 – 100%.

1.B14. PRE-TESTING

The tools mentioned above, have been pre-tested to find their effectiveness in collecting the required data. Pre-testing has been done on 10 personnel each of different manufacturing and IT organisations. In addition to the above, the pro-forma has also been pre-tested to find out the inclusion of essential components on HR practices. On the basis of the results of the pre-testing, suitable modifications have been made in the tools. Thus, the tools for the study are finalised.

1.B15. METHOD OF DATA COLLECTION

The researcher has obtained permission from the Chief Executive Officers of selected Manufacturing and IT (Information Technology) organisations to carry out the study.

The tools mentioned above, have been administered. Questionnaire method has been adopted in gathering the required data. Subjects have been explained about the nature and purpose of the study and have obtained their consent. Confidentiality of data given by them is assured. Leisure-time of the respondents has been used for the purpose of data collection work. With regard to data on HR practices, the personnel of HR departments and other departments have been interviewed in addition to the secondary sources of data.
from the records maintained by the organisations, and data from the public and private sources have also been collected. Certain data related to HR practices are not revealed by the management vide their agreements in place. The data, from all the sources, have been collected during 2010-2011.

Research ethical issues viz., informed consent and the responsibility of maintaining confidentiality of the data without identification of the organisations as asked by the management of four organisations have been adopted in carrying out the study.

1.B16. ANALYSIS OF DATA

The data collected from different organisations are edited, coded and presented in the form of tables. Comparisons are be made between the Manufacturing and IT (Information Technology) organisations.

Appropriate statistical measures like Mean, Standard Deviation, Chi-Square test, ‘t’ test, ANOVA - One-Way Classification, and Karl Pearson’s Coefficient of Correlation are used in the analysis of data.
The entire research work is undertaken in order to understand the Human Resource Development Practices, and data on select study factors viz., HR audit, HR culture, Job satisfaction, and Professional life stress of Manufacturing and Information Technology based organisations, have been presented in the following chapter scheme

Chapter I  :  Introduction and Research Methodology
Chapter II :  Philosophical and Ethical Issues of HRD and HR Practices
Chapter III:  Review of Literature
Chapter IV :  Analysis and Interpretation
Chapter V :  Findings and Suggestions

Bibliography

Appendices :  I  HRD Practices – Format
                II  Tools of the Study
REFERENCES


10. **Pradeep Kumar, V**: HR Audit: Bridge towards Healthy Capitalism, Deccan Herald, Date: 17 - 11 - 2010.

11. **Pradeep Kumar, V (a)**: Passion at Work is Path to Happiness in Life, Deccan Herald, Date: 29 – 12 - 2010.

12. **Radhika, P V**: Learn to Cope up with Inevitable Barrage of Changes, The Hindu, Date: 24 - 11 - 2010.

13. **Ramasami, T**: Education for Resurgent Nation: The India 2035, Ninety-One Annual Convocation Speech, University of Mysore, 10th April 2011.


23. **Srivastava, K** : Culture is the key to an organisation’s DNA, Deccan Herald, Date: 27-4-2011.

