CHAPTER - II
RESEARCH METHODOLOGY

The Indian economy is experiencing significant changes since reforms were introduced in 1991. The reforms seem to have produced satisfactory results, both in terms of macro-economic stabilization as well as growth. The process of deregulation and liberalization of the Indian economy started. Licensing for domestic manufacturing was abolished for all but a few industries. Indian industries were free to decide what, how much, where and how to produce anything. Also, the private sector was permitted to enter into areas hitherto reserved for the public sector. Above, all a commitment was openly made for further liberalization and reforms, which were till then being carried out almost by stealth.

Human resource development plays an important role. The future is going to be much more demanding. Therefore the human resource development will have to develop new strategies and technologies to develop new strategies and technologies to enable their organisations to survive, cope and adopt in the turbulent environment. The importance of HR is being felt more then ever before. It has not got its due position in the overall corporate strategy of an organisation and has remained more or less isolated from the care functioning of the organisation. In most organisations human resource groups are of little help. While their labels have changed from the industrial relations to personnel management to HRD, their minds and tasks have not. (Patnaik : 1999). It is important, therefore, to assess whether the human resource development that exists encourages the productivity, industrial relations organisation effectiveness and productivity.

The present study is aimed at diagnosis of human resource development in pharmaceutical, textile, chemical and engineering industries in Gujarat. On the achievements front, higher economic growth, moderate inflation,

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comfortable levels of stocks of foreign exchange and food grains could be cited as a major candidates. The study aims at analysing and studying the knowledge, attitudes and practices of HR functionaries in textile, pharmaceutical, chemical and engineering industries and impact it has on organisation effectiveness, industrial relations, productivity and leadership.

SIGNIFICANCE AND NEED FOR THE STUDY

Today, more and more organizations are recognizing the importance of the HR and viewing investment in human assets in the same way as investments in capital assets. There is an increasing awareness that human resources are the most important resources of any organization. The effectiveness of the organization depends on the efficiency of its employees. Human resources are one of the most vital resources of a country as it exploits the natural environment for the entire population. The importance and significance of various aspects of development scientific and technological economic and social to name a few can be evaluated on the criterion of their utility and revive for the welfare of human being. All aspects of Development is the ultimate analysis or should aid to human development.

The problem of development of an underdeveloped economy is one of utilizing more effectively the potential resources available to the community and it is this, which involves economic planning. But the economic condition of a country at any given time is a product of the broader social environment and economic planning has to be viewed as an integral part of a wider process aiming not merely at the development of resources in a narrow technical sense but at the development of human faculties and building up an institutional framework adequate to the needs and aspirations of people. Moreover because of oppression with economic development the importance of the human factor in development was greatly undermined. Development was considered a synonym of economic growth and prosperity. The experience of economic development in the third world countries after the II world war and also the emergence of West Germany and Japan form ashes to

world economic powers have demonstrated the role of non-economic and human factors in economic development.

HR as Strategic Partner

Council Research Corporation (1995) suggests the need for a "knowledge-based enterprise" model in organizational design that can offer value-added services to organization. In this model, HR structures are organic: they adapt to changing demands from "customers"-employees, managers, suppliers as well as from end users. The concept of a knowledge based enterprise model for HR includes HR service t the line, consulting on corporate performance issues, and managing core competencies. Each of these dimensions has a global aspect to it that must be carefully integrated into the design and implementation of HR policies and practices (Urich, 1997).

HR service to the line – HR must be able to customize policies for business units using specialized knowledge that reflects best practices (Fitz-Enz, 1997). To deliver these services. HR needs to recruit and develop "account representatives" who can identify service needs and translate them into deliverables that benefit line managers and employees. Account representatives must be able to integrate regulatory requirements with business requirements to generate value-added policies and operational guidance. For example, they need to know the implications of regulatory requirements and management practices for various phases of the product life cycle and the competitive nature of different markets (Crafts, 1988). In terms of global competitiveness, this means knowing applicable employment laws in foreign countries and customs affecting work practices and then responding to them with timely support programs to avoid costly misunderstandings (Mishra et. Al., 1994).

Consulting on Corporate Performances Issues – HR must be seen as a capable on demand provider of performance improvement information. HR managers and staff must be able to diagnose performance problems and

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assist line managers in solving them. They must also be able to distinguish between disciplinary issues involving willful misconduct and gross negligence and those involving performance. The latter are concerned with misdirect effort and underdeveloped skills. In the global context, customs affecting work practices, eg. How decisions to implement change are made must be accurately understood and carefully translated into processes that accommodate variances in customs rather than ignore them.

HR must help line managers adapt work structures and processes to work demands. Technological innovation and customer needs may require work teams to meet productivity and quality expectations that are different from past practices. Transforming hierarchical functional groups into self directed work teams, especially when international groups are involved, is a daunting assignment for even the most capable HR staff (Tsui & Gomez Mejia, 1988). Managing Core Competencies — The myth that cutting costs generates earnings growth is slowly being replaced by the reality that strengthening competitive posture generates earnings growth. A stronger competitive posture results from developing core competencies, those "best-practice" capabilities that distinguish successful from unsuccessful enterprises. HR, as strategic plays a pivotal role in this transformation. HR must develop systems that identify the key competencies and work closely with line managers to design recruitment, selection, evaluation, development and reward systems that build and sustain these competencies. They need to create a "capital stock" of talent at all levels within the organization (Bureau of National Affairs, 1996). Included in this capital stock will be people with international experience and perspective.

The identification process will necessarily include global considerations (Brown & Garman, 1990) that strengthen a firm's competitive posture. Understanding and integrating cultural nuances affecting the design and operation of work teams, for example, is a competency of increasing importance to global competitiveness. Building this competency will require

collaborative efforts must encompass the design and implementation of structures and processes that prepare people for the challenges of working in this environment. They must also avoid the "we know best" or "one size fits all" behaviors that offend and alienate others the ethnocentric stereotype once defined as "the ugly American."

Consequences for HR/IR Programs – The trends transforming the HR function suggest three major consequences for HR/IR programs : 1. a shift from functions and tasks to complex issues in designing courses : 2. a need to form instructional alliances with outside professional-experience; and 3. a change in program structures.

From Tasks to Issues – Courses need to reflect the growing complexity in HR deriving from increased laws and regulations and demands to become a strategic partner with a global perspective on issue. A course on benefits therefore, might examine the shift from defined benefit planning and administration. These programs may need to be adapted to reflect differing expectations and laws among foreign subsidiaries.

A course on training and development might be structured around the trend to outsourcing to control costs. The role and structure of a training department can be analyzed and debated in terms of trade-offs between costs and benefit in providing value-added services to the organization. One aspects of the course would be the role of global involvement in defining cost benefit trade-offs.

Alliances With Professional – Teaching issues oriented courses will require greater collaboration with practitioner professionals, especially those with international experience. Understanding the entanglements among the Family Medical Leave Act (FMLA) the Americans with Disabilities Act (ADA) and state worker compensation laws and their consequences for HR policy for

example, requires the help of employment law attorneys who have wrestled with the issue.

Understanding the complexities of transforming a traditional work culture organized along functional lines with high degrees of task specialization into one that successfully supports self-directed work teams needs the in sights of HR managers who have struggled through the experience. Where international teams are involved managers with international experience are needed to address the role that cultural nuances play in defining structures and processes for effective participation by all.

Structural Adaptations – To accommodate the growing trend in nontraditional students, especially in graduate schools program directors need to offer more evening and weekend courses. Fewer sessions will encourage more innovative forms of instruction that emphasize active learning and the consultative role of the instructors.

Program directors also need to encourage more team teaching by practitioner professionals with full time faculty. These collaborations will enrich the instruction and strengthen the partnership between academics and practitioners that is so essential to nurturing the knowledge based enterprise model for corporate HR departments. It will also enhance the opportunities for incorporating global issues and perspectives into the curriculum.

This study will help the researcher in order to know about the current HRD practices and policies in the organizations and also sharing of the experiences so that there can be better implementation of the same.

There is no general prescription, but there is one prescription for all organization and not just for business but for hospitals and universities and govt. agencies as well. 5-10 years from now you should be able to do twice the amount of work you are doing, without adding a single person to the

payroll, 10 years from how you should be able to have double the productivity of the human resources by mainly working on development of people and by working on their assignment and 10 years from now you should be able to do at least twice the amount of the work you are doing now without putting in additional penny of capital.

SOCIAL WORK PERSPECTIVE:

Social Work epistemology encompasses preventive, curative as well as developmental perspective. From organisation and management viewpoint it helps in preventing breakdown in organisational functioning, curing the inherent weaknesses that plague it and developing the human resources of the organisation. Social work professionals play a very important role of a catalyst in the inculcation of values and skills and attitudes social work professionals working as a human resource expects and personnel managers guide and nurture the employees right from recruitment, induction to their advancement in the organisation. They act as enables, guide and help the individuals to solve their problems and function to their full potential.

The philosophical assumptions of social work from the basis for practice in various fields of social work viz. industrial social work, correctional social work, community social work etc. These philosophical assumptions provide the guidelines to the social work professionals in their respective fields.

1. **Every individual has dignity:**

    The social work philosophy strongly puts the emphasis on the dignity and self-esteem of every individual. An individual, whether a layman, professional, a civilian, a scholar, everyone has got dignity and social work profession and professionals respect this dignity of the individual and manifest their behaviour and draw their plans and strategies pertaining to the individuals by keeping this reality in mind.

2. Every individual has worth:

Social Work philosophy assumes that individuals are capable and that they have worth. Every individual being unique with strengths and weaknesses, they can constructively contribute to their own and society's well being.

3. Every individual has got the right for well-being and economic development:

Social Work philosophy lays tremendous emphasis on the overall development and well-being of every individual in the society. It also assumes that every individual should be emancipated from the stranglehold of poverty and every individual has got a right for economic well being.

4. High Social-economic status does not necessarily mean that the individual is 'fit' and Low socio-economic status does not necessarily mean that the individual in 'unfit':

Social Work philosophy assumes that individuals can have problems, irrespective of their socio-economic status. For example, in an organization a manager with a sound socio-economic status might suffer from nervous breakdown or stress due to job related of family related problems. It basically emphasizes that any individual in the society can suffer from problems and that professional help of Social Work professionals is needed in every section of the society.

5. Human suffering is undesirable, but it exists:

It is the endeavour of all the societies to get over the human suffering, but still human suffering exists. Social Work philosophy lays the emphasis on eradication of human suffering with the pragmatic approach and understanding that as the society exists, problems will remains as reality and that efforts will have to be made to minimize the sufferings and their impact.

6. Human suffering is due to the dynamic interaction between various societal sub-systems:

It is assumed that because of the dynamic interactions between various societal sub-systems, namely, socio-economic-political-cultural etc. Because every sub-system in an individual's life might lead to suffering to the individual and those dependent on him/her.

7. Everyone wants to grow but all do not find growth:

Social Work philosophy assumes that every individual wants to grow in life, as also proposed in Theory Y of McGregor, but due to constraints, compulsions and circumstances can not grow. These constraints can be personal or societal and that interventions have to be made to absolve the individuals of these constraints and from these constraints.

8. Social Work professionals are supposed to create 'ethos' for organization's well-being and for the growth of individual employees:

Finally, a very important role of Social Work professionals is to create 'ethos' in the organization for well being of the individuals and the organization. These 'ethos' will act as guiding principles for individuals to manifest their behaviour and their actions while delivering their duties, interacting with their colleagues, customers and society at large.

Preventive Social Work aims at preventing the individual and organizational breakdown. The developmental perspective in social work emphasizes the need of development of individuals, groups and organization. The philosophy of social work is "An Essential Attribute of a Democratic Society is the Realization of the Full Potential of each individual and his or her assumption of social responsibilities through active participation in the society. The effort is towards development of employees and their families. Social work professionals play vital role in assessing the needs and more and more social work professionals form the HRD teams in organizations because of their multi-dimensional skills and knowledge.

OBJECTIVES

A). To probe the level of K.A.P. (Knowledge, attitudes, practices) areas of HRD.

B). To study the skills of HRD.

C). To study the attitudes and values of HRD functionaries.

D). To study the status of the Industrial Relations in the industrial organizations.

E). To study the association of Organization Effectiveness with HRD Knowledge, Attitudes and Practices.

F). To study the association of Productivity with HRD Knowledge, Attitudes and Practices.

G). To study association of HRD level of knowledge, skills, values, attitudes, practices with age, education, income and experience.

HYPOTHESIS

1. The level of knowledge, attitude, and practices would be of high level among the HRD functionaries.

2. The skills of HRD would be of high level among the high age HRD functionaries.

3. The attitudes and values of HRD functionaries would be cordial and would be of high level.

4. There would be a harmonious industrial relations in the organization.

5. There would be positive correlation of Organization Effectiveness with H.R.D. Knowledge, Attitudes and Practices.

6. There would be positive correlation of Productivity with HRD Knowledge, Attitudes and Practices.

7. There would be positive correlation between level of knowledge, skills, attitudes, values, practices with age, education, income and experience.

STUDY DESIGN

The study design in an exploratory and descriptive one such a study design was adopted because it gives an opportunity to study about certain areas

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such as knowledge, philosophy, leadership, etc. and this design would help in giving an overall picture of the current HRD practices and its implementation part of the organization.

UNIVERSE AND SAMPLING

The universe consists of all the HRD functionaries who are working in different industries in Gujarat. The sample is drawn by stratified Purposive Random Sampling method from Chemical, Pharmaceutical, Textile and Engineering industries which are located in Baroda, Surat, Rajkot and Ahmedabad.

REFERENCE PERIOD

The data for the study were collected from the respondents during the period of July 2000-2001

LIMITATIONS OF THE STUDY

A. The study is limited to textile, pharmaceutical, engineering and chemical industries in Gujarat and therefore its conclusions can not be generalized for other industries.

TOOLS FOR DATA COLLECTION

A structured questionnaire of HRD is taken from T.V.'s Rao's book of HRD missionary and the whole is divided into following areas i.e.

a) HRD philosophy.
b) Creating Development Motivation.
c) Strengthening HRD climate.
d) Directing HRD efforts.
e) Monitoring HRD Implementation.
f) Improving Unions & Associations.
g) Human Process Research.
h) Influencing Personnel Policies.

i) Professional knowledge.

j) Professional Skills.

k) Personal Attitudes and Values.

l) Leadership.

and the structured Tool for Industrial Relations and Organization Effectiveness by Prof. C.N. Daftuar. It includes eleven dimensions, namely – consensus, legitimization, need for independence, self-control, job involvement, innovation, organization commitment, organizational attachment, job satisfaction, job satisfaction (work as a whole), job satisfaction (organization-as-a whole).

Industrial Relations:

The questionnaire on industrial relations was constructed by deducting various variables from exhaustive literature review on industrial relations. A total of 8 variables were arrived at after pre-testing. The industrial relations tool, therefore, measure industrial relations on 8 dimensions:

1. **Positive Discipline:** It measures the degree to which the management practices restraint in following a punitive approach in establishing discipline and discourages autocratic supervision and the role of union in discouraging indiscipline in the organisation. Statements numbered 6, 12,13,17,18 and 20 assess it.

2. **Labour Peace:** It measures the existence of union rivalry, the frequency and intensity of agitation by the union and the restraint practiced by the union in avoiding hostile reactions. Statements numbered 2,5 and 10 assess it.

3. **Industrial Peace:** It measures the degree to which management resorts to lay off / lock-out and union resorts to strikes for resolution of problems/conflicts. Statements numbered 22 and 23 assess it.

4. **Collective Bargaining:** It measures the faith of both, management and union, in collective bargaining for resolution of disputes, settlement of demands and for maintaining discipline in the organisation. It also measures the commitment of both the parties in solving conflicts by negotiations. Statements numbered 1,8,11 and 30 assess it.

5. **Commitment to Production:** It measures the restraint practised by union by not attacking production to settle their demands and favouring rational up-gradation of production technology. It also measures the productivity of the workmen, the restraint practised by them in not withholding their efforts and the degree to which they remain in discipline. Statements numbered 3,7,9,19,24,28,29 and 33 assess it.

6. **Union-Management Relation:** It measures the trust between management and union, the co-operation extended by the union on various issues and the degree to which the union tries to avoid stressful situation with management. Statements numbered 4,16,21 and 26 assess it.

7. **Trust and Transparency:** It measures the degree to which the management has trust on employees' and practices transparency by encouraging workers' participation in management. It also measures the effectiveness of communication between management and union. Statements numbered 14,15,31,32 and 34 assess it.

8. External Forces: It measures the extent to which the political and market changes and dynamics affect the relations between management and union/ workers. Statements numbered 25 and 27 assess it.

Productivity:

As was done for preparation of industrial relations tool, the same methodology was applied for preparing the productivity tool. The tool on productivity was constructed based on exhaustive literature review. The tool has been divided into 9 broad items/variables. The Productivity tool, measures productivity on 9 dimensions.

1. **Job Involvement:** It measures the extent to which employees plan their work, are interested in work and do it smartly, are cost and wastage conscious and minimise the rejection of finished goods. Statements numbered 01,03,08,11,13 and 25 assess it.

2. **Learning Attitude:** It measures the attitude of employees towards their job assignment, their attitude to learning new things and keeping themselves update with new information and developments and their capability and maturity to manage themselves. Statements numbered 04,07,09, and 14 assess it.

3. **Motivation and Morale:** It measures the extent to which employees' morale is high and they are self-motivated, seek monetary and non-monetary incentives, work efficiently and effectively to meet and exceed their targets. Statements numbered 06,10,15,16 and 22 assess it.

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4. **Discipline:** It measures the extent to which the employees don't support indiscipline, are regular in attendance and show consistency in behaviour. Statements numbered 02, 12 and 17 assess it.

5. **Team Spirit:** It measures the extent to which the employees are good team members as well as good leaders. It is assessed by statement numbered 05.

6. **Working Conditions:** It measures the extent to which working conditions are ideal in the organisation and employees have the ideal equipment to do their work. Statements numbered 18 and 24 assess it.

7. **Manpower Utilisation:** It measures the extent to which all the employees in the organisation are fully utilised and employed. It is assessed by statement numbered 19.

8. **Work Methodology:** It measures the extent to which the working systems and procedures are arranged and spelled out in simple manner. Statements numbered 20 and 21 assess it.

9. **Job Satisfaction:** It measures the extent to which employees are satisfied in their respective jobs. It is assessed by statement numbered 23.

Organisation Effectiveness Scale:

The researcher has used the organisation effectiveness scale constructed by Prof. C.N.Daftuar, which measures effectiveness on 8 dimensions.

1. **Consensus:** The uniformity in perception and attitude of employees. Statements numbered 1,2,3 and 4 assess it.

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2. **Legitimisation:** It measures acceptance by the sub-ordinates of their superiors' right to exercise control. Statements numbered 5 and 6 assess it.

3. **Need for Independence:** A quality of a person, which makes him like to think independently about his job problems and act (work) according to his own judgement and evaluations without much of supervisors interactions. Statements numbered 7,8 and 9 assess it.

4. **Self-Control:** It refers to number's felt responsibility towards the job without managerial control. It is assessed by statement numbered 10.

5. **Job Involvement:** Degree to which a person is identified psychologically with his work or the importance of work in his total self-image. Statements numbered 11, 12, 13 and 14 assess it.

6. **Innovation:** Measures how often the respondent comes up with new, creative ideas to deal with the job, without anyone's help. Statements numbered 15 and 16 assess it.

7. **Organisational Commitment:** Measures how much the respondents care for the prosperity of the organisation and how much he is willing to work for his goal. Statements numbered 17, 18 and 19 assess it.

8. **Organisational Attachment:** It refers to the extent of respondent's attachment towards the organisation. Statements numbered 20 and 21 assess it.

9. **Job Satisfaction:** It refers to the generally prevalent positive attitude towards various aspects of job. Statements numbered 22 to 33 assess it.

10. **Job Satisfaction (Work as a Whole):** It refers to the generally prevalent positive attitude towards one's work as a whole. It is assessed by statement numbered 34.

11. **Job Satisfaction (Organisation as a Whole):** It refers to the generally prevalent positive attitude towards one's organisation as a whole. It is assessed by statement numbered 35.

Leadership:

The tool on leadership was constructed based on the Leadership Grid Model of R. Blake and J. Mouton. Based on literature review four more leadership styles were added to make the tool more complete and exhaustive. Leadership is defined as "The ability of a person to lead individuals, groups, organisations etc." Different leaders have different leadership styles, which emanates from their value systems, their personality, their family and their cultural background. The Leadership tool, therefore, measures leadership on 9 dimensions:

Different Leadership Styles:

1. **Authoritative Style:** The main concern of the leader is personal vanity, status, power and image management. Authoritative style is generally characterized by relatively high degree of power yielding by the leader over the followers and workers situation. It is predominantly directive but it is a bit linent in comparison to the authoritative leader.

2. **Participative Style:** Leader generally shares information, influence power with his subordinates and followers in arriving at a decision and also in action. Leader takes pain to discuss every issue before arriving at a decision. Having lower performance for power, status and structure, the leaders spend a good deal of time in arriving at a consensus for decision. The emphasis is on the power equalizations.

3. **Nurturant Style:** He is a father type leader who want to function in a way that his subordinates are not discouraged, but learns to function in a better way i.e. the leader emphasizes on training subordinates grow. The nurturant leader is like a typical father who is capable of restoring to the road if child is getting spoiled but the major emphasis is on growth and development of the child (subordinates).

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4. P + A + N Style: He exercises his power and authority in order to make group members work according to his direction for the achievement of the objectives. Leader seeks co-operation and listens to the advice of the subordinates to express opinion and give suggestion. He is open to the discussion and suggestion in the final decision making process. He is genuinely nuturant in his out look.

5. Task Oriented Style: Leader gives more emphasis on task than to people he supervises. The leader is upset when the task is high, he may pay no attention to the process, as his concern for task is high. He may pay no attention to the human aspects, coming above all human feelings and understanding in getting the job completed and in this effort, he may not refrain from using unhealthy or inhuman methods which can have harmful consequences in the long run. He may employ fear and threat, use repressive measures, restrict communication, thus creating climate of mistrust in which the subordinates become defensive and seal themselves of. The leader has time bound targets, plays structure expectation on his subordinates, and is less generous in the evaluation of the less efficient workers.

6. Bureaucratic Style: This type of leadership is characterized by excessive importance given to written rules, guidelines and evidences in day-to-day affairs. Role is mightier than the task holds true here. The juniors do not like to make many decisions on their own and they depend on the seniors to pass on the orders to them. For example government officers where the control supervisor and the manager simply comply with the orders and demands. As a result of this excessive dependence on roles, the task slowly tends to become less mechanical, monotonous for the individual talents and merits, thus there is less job satisfaction.

7. Personal Relations Style: The leader tends to do personal favours to a selected group of people, generally his immediate boss or subordinates. Such a tendency develops social relationships and does not exercise this generally expects some returns. The personal relations can have both positive and negative effects on productivity, job satisfaction and may affect the employee's growth. The subordinate feels rejection if the supervisor maintains the contractual-relations.

A. HRD PHILOSOPHY

The basic philosophy is developing and articulating HRD philosophy for the organization, communicating HRD philosophy to all the employees, periodically reminding employees about the HRD philosophy, apart from this the most important part is of clarifying organizational values with the help of top management, having periodic discussions with the top management on HRD practices and implementation; and also bringing to the notices of top management the HRD practices of other organizations.

B. CREATING DEVELOPMENT MOTIVATION

The development of motivation can be through organizing talks or seminars by outsiders on HRD, use of in-house letters to create a learning environment which helps the individual and organization to grow, meeting the employees frequently to organizations and learn the new thing task forces and committees of employees for improving process and systems in the organizations and to help the employee to grow and facilitate employees to learn from each other through study circles, learning networks and interdepartmental meetings etc.

C. STRENGTHENING HRD CLIMATE

To strengthen the HRD climate is done through designing development oriented appraisal systems, periodically reviewing, the implementation of appraisal systems analyzing appraisal data to identify bias in ratings and appraisal ratings discussing with the employees and heads of depts, the

training needs that emerge from the analysis of appraisal data, asking various depts./units/section to identify their departmental / unit / sectional training needs, taking initiative and providing assistance to the line managers in identifying KAPs/KAPs task/targets/objectives etc. as a part of performance training. Training the line managers in conducting performance review, discussions and performance counseling, establishing counseling services for the workers, improving the effectiveness of in house programmes through constant review with the participants and faculty, identify potential faculty from the people, post training follow up by analyzing presentation by the participants and discussion on action plans, formulation job-rotation and undertaking job-rotation exercises and potential development.

D.   DIRECTING HRD EFFORTS

One should understand and clarify the business goals of organization, clarification of the social objectives of the organization, providing inputs relating to people whenever strategic shifts are made, development of HRD plans to suite diversification and other important decisions and also to identify sick, loss-making or poor performance units/deptts. to improve the performance through diagnostic exercises.

E.   MONITORING HRD IMPLEMENTATION

For the successful implementation of the HRD what is needed is designing of questionnaires for monitoring the effectiveness or for effective implementation of various-systems, use of task forces for implementation and monitoring, conducting, orientation workshops for various HRD systems.

F.   IMPROVING UNIONS & ASSOCIATIONS

Here the emphasis is laid on clarifying the role of unions / associations in ensuring employee's development and improving the quality of work life, training unions/associations leaders for their HRD role, through workshop/seminars working with union/associations leaders and inspiring

them to initiate HRD /QWL activities for employees, diagnosing organizational health and work conditions through survey of workers and their perceptions; and conducting training programme for unionized categories of employees.

G.   HUMAN PROCESS RESEARCH

Includes conducting surveys, of learning environment and HRD climate in the organization studying human processes and problems through surveys as to find out their level of dissatisfaction, analyzing exit-interviews, absenteeism, leaves and other such data for understanding human processes and problems, studying leadership styles and other human processes, providing feed back to the employees on survey results conducting stress audit and stress research and the most important is conducting communications research.

H.   INFLUENCING PERSONNEL POLICIES

Providing inputs for the formulating reward and recognition policies helping the organizations in formulating promotional policies that create a positive climate, helping in formulation personnel policies, that enhance employees motivation, bringing to the notice of top management or personnel department how the organizational policies are affecting employee's motivation and development.

I.   PROFESSIONAL KNOWLEDGE

The individual should have the knowledge of HRD philosophy, policies, practices and systems, performance appraisal system and practices. Besides this one should also have the knowledge to understand the organization, how they are structured and how they function, understanding of group dynamics and group functioning.

J.   PROFESSINAL SKILLS

The ability to influence (Communication, persuasive, assertive, inspirational) the top management and line managers to articulate the HRD philosophy,

values have a flair for communications, the implementation of HRD systems, should have an interpersonal sensitivity and ability to give and receive feedback.

K.   PERSONAL ATTITUDES AND VALUES

Empathy and understanding, positive and helpful attitude towards others, faith in people and their competencies, openness, interpersonal trust and trust worthiness, respect for others, responsibility, sense of fairness.

TREATMENT OF DATA

Use of Simple Frequency, Percentage Analysis, Chi-square, T-test, R-test, F-test and Regression analysis is used to analyze the data.

CHAPTERIZATION

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