CHAPTER – VI

FINDINGS, CONCLUSIONS, SUGGESTIONS

In the 5th Chapter Analysis and Interpretation of data were presented. The effort was made to analyze the data in depth by using various statistical tools. In the present chapter, an effort has been made to present the findings and the conclusions that have been drawn from the research study. At the end a social work action plan has also been presented which will help in giving a direction to the industrial social work professionals.

An effort has been made to analyze the findings in context of the objectives of the research problem and draw conclusion from it. Here the findings and conclusions about each research area being discussed individually.

BACKGROUND INFORMATION

❖ Out of total respondents, 43.0% of the respondents are in the age group of 33 years, while 32.0% of the respondents are in the age group of 34 to 44 years, while 25.0% of the respondents are in the age group of 45 years and above.

❖ In case of Educational Qualifications, 22.0% of the respondents are educated and have IRPM as their background, 54.0% of the respondents are having MSW/MLW/MA-SW as their educational qualifications, while 24.0% of the respondents are having BA/MA/M.Sc./MBA as their educational qualifications.

❖ In terms of monthly income 45.9% of the respondents have their monthly income of Rs. 15000, 26.5% of the respondents have their monthly income between Rs. 15001 to 20000, while 27.6% of the respondents have their monthly income of Rs. 20000 and above.

❖ 44.6% of the respondents have an experience of 10 years, 36.6% of the respondents have their work experience between 10 to 20 years, 18.8% of the respondents have 20 years and more experience.

❖ 42.0% of the respondents are in the officer category, 36.0% of the respondents are in the category of manager and Dy. Manager, while 22.0% of the respondents are Sr. Manager/Executive/MD category.

❖ 34.9% respondents who are in the age group of 33 years have perceived existence of high level of HRD philosophy and liaison with top management, developing and articulating of HR philosophy, 43.8% respondents who are in the age of 34 to 44 years have perceived existence of moderate level of communication of values to all the employees, 48.0% respondents who are having 45 years and above age perceived a moderate level of clarification organizational values and periodic discussions.

❖ Findings of the study indicate that 34.9% respondents who are in the age of 33 years have perceived a moderate level of inviting suggestions from line managers, experimenting with new HRD methods, 46.9% respondents who are in the age group of 34 to 44 years perceived existence of moderate level of development of motivation in line managers, 44.0% respondents who are in the age group of 45 years and above perceive a low level of development motivation among line managers arranging of talks and seminars and use of various task forces.

❖ The study establishes a significant relationship between age and strengthening HRD climate through HRD system. 39.5% respondents who are having an age of 33 years have perceived existence of high level of designing development oriented appraisal system, 43.8%

respondents who are in the age group of 34 to 44 years have perceived existence of moderate level of conducting orientation workshop, identification of KAP's and KRA's, 56.0% respondents who are having age of 45 years and above have perceived existence of moderate level of training of supervisors staff in counselling, and improving the effectiveness of in-house programmes.

❖ 53.5% respondents who are in the age of 33 years perceive a moderate level of directing HRD efforts to goals and strategies of the organization, 53.1% respondents who are in the age of 34 to 44 years perceive a moderate level of clarification of business goals and strategies, 60.0% respondents who are 45 years and above perceive a moderate level of understanding of the goals of the organization and shaping of HRD philosophy to suit the goals and strategies.

❖ 34.9% respondents who are in the age of 33 years perceive a low as well as a moderate level of monitoring HRD implementation, 34.4% respondents who are in the age group of 34 to 44 years have perceived a moderate as well as high level of use of task forces and conducting orientation workshops, 44.0% respondents who are 45 years and above perceived existence of low as well as moderate level of use of conducting of review of workshops.

❖ 37.2% respondents who are in the age group of 33 years have perceived existence of high level of clarification of the role of unions and associations, 46.9% respondents who are in the age group of 34 to 44 years have perceived existence of moderate level of training of unions and associations and their leaders, 60.0% respondents who are 45 years and above perceived existence of moderate level of improving unions and association, conducting various workers education schemes.

❖ 46.5% respondents who are in the age group of 33 years have established a high level of human process research, 37.5% respondents who are in the age group of 34 to 44 years have perceived existence of high level of analyzing of exit interviews, absenteeism and leaves and providing feed back, 36.0% respondents who are 45 years and above have perceived a low as well as a moderate level of human process research.

❖ 46.5% respondents who are in the age group of 33 years have perceived a moderate level of provision of inputs for reword and a recognition, 43.8% respondents who are in the age group of 34 to 44 years have perceived existence of moderate level of influencing personnel policies, 60.0% respondents who are 45 years and above have perceived existence of moderate level of knowledge regarding formulating of personnel policies.

❖ 40.0% respondents who are having their monthly income of Rs. 15000 have perceived existence of moderate level of knowledge regarding designing of development oriented appraisals, identifying of training needs, 38.5% respondents who are having their monthly income between Rs. 15,001-20,000 have perceived existence of moderate level of knowledge of HRD philosophy and liaison with top management, 42.9% respondents who are having their monthly income above 20,000 have established existence of high level of developing and articulating HRD policies and practices.

❖ The study found that 44.4% respondents who are having a monthly income of Rs. 15,000 have perceived existence of moderate level of problem solving sessions, 38.5% respondents who are having their monthly income of Rs. 15000-20,000 have perceived existence of moderate level of developing motivation among line managers, 50.0% respondents who are having their monthly income of Rs. 20,000 have

perceive existence of high level of motivation among the line managers.

❖ 46.7% respondents who are having their monthly income of Rs. 15,000 have perceived existence of moderate level of developing of internal faculty, keeping track of innovation, 33.3% respondents who are having their monthly income between Rs. 15001-20,000 have established a low moderate as well as high level of strengthening HRD climate through HRD systems.

❖ The data indicates that 62.2% respondents who are having their monthly income of Rs. 15,000 have established existence of moderate level of HRD efforts to goals and strategies of the organization, 51.3% respondents who are drawing a monthly income of Rs. 15001-20,000 have established a moderate level of clarification of business goals and strategies, clarification of social objectives of the organization, 42.9% respondents who are having their monthly income of Rs. 20,000 and above have perceived existence of moderate as well as high level of knowledge regarding shaping of HRD plans and strategies.

❖ The study found that 44.4% respondents who are having a monthly income of Rs. 15,000 have established of low level of monitoring of HRD implementation, 38.5% respondents who are having their monthly income of Rs. 15001-20,000 have established existence of moderate level of developing monitoring HRD implementation, 42.9% respondents who are having Rs. 20,000 and more their monthly income have perceived the existence of use of task forces, conducting review workshops, meetings at moderate level.

❖ 42.2% respondents who are having their monthly income of Rs. 15,000 have established existence of moderate as well as high level of inspiration among unions and associations, 38.5% respondents

who are having their monthly income between Rs. 15001-20,000 have perceived existence of moderate level of role of unions and associations, 50.0% respondents who have their monthly income of Rs. 20,000 and have perceived existence of moderate level of knowledge regarding diagnosing organization health and work conditions.

❖ 42.2% respondents who are having their monthly income of Rs. 15,000 have established a low as well as high level of knowledge regarding conducting surveys of learning environment, analyzing exit interviews, 35.9% respondents who are having their monthly income between Rs. 15001-20,000 have perceived existence of moderate level of human process research, 64.3% respondents who have their monthly income of Rs. 20,000 and above have perceived existence of high level of conducting stress audit and research.

❖ 46.7% respondents who have their monthly income of Rs. 15,000 have perceived existence of moderate level of knowledge regarding working collaboratively, 53.8% respondents who are having their monthly income between Rs.15001-20,000 have perceived existence of moderate level of influencing personnel policies, 42.9% respondents having their monthly income of Rs. 20,000 and above have perceived existence of moderate level of healthy climate.

❖ The data indicates that 37.2% respondents who have 10 years of experience have established existence of low as well as high level of HRD philosophy and liaison with top management, 50.0% respondents who have an experience of 10 to 20 years have established existence of moderate level of communication of HR philosophy, and values to all the employees, 47.4% respondents who have 20 years and more experience have established existence of moderate level of HRD policies and practices at moderate level.

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❖ 37.2% respondents who have an experience of 10 years have established existence of moderate level of motivation among line managers, 47.2% respondents who are having an experience of 10 to 20 years have perceived existence of moderate level of use of task forces and sponsoring line managers, 42.1% respondents who are having 20 years and more experience have perceived existence of low level of motivation among the line managers.

❖ The study established that 37.2% respondents who are having 10 years of experience have perceived existence of moderate as well as to large level regarding analyzing data, communicating trends in appraisal system, 41.7% respondents who have an experience of 10 to 20 years have perceived existence of moderate level of strengthening HRD climate through HRD systems, 52.6% respondents who have an experience of more than 20 years have perceived a moderate level of identification and use of KPA's / KPA's, formulation of job-rotation policies.

❖ The data indicates that, 58.1% respondents who have an experience of 10 years have perceived existence of moderate level of knowledge regarding business goals and strategies, social objectives of the organization, 50.0% respondents who are having an experience of 10 to 20 years have perceived existence of moderate level of directing HRD efforts to goals and strategies of the organizations, 63.2% respondents who are having more than 20 years of experience have perceived existence of moderate level of directing HRD efforts to goals and strategies of the organization and identifying of sick and loss making units and various development of HRD plan to suit the diversification.

❖ 39.5% respondents who are having 10 years of experience have perceived existence of low level of knowledge of monitoring HRD implementation, 38.9% respondents who are having 10 to 20 years of experience have perceived existence of moderate level of use of task forces, 42.1% respondents who are having more than 20 years of experience have perceived a low as well as moderate level of designing of questionnaires for monitoring of HRD system.

❖ 34.9% respondents who are having 10 years of experience have perceived existence of moderate as well as high level of clarifying role of unions and associations, training of unions and association members, 41.7% respondents who have an experience of 10 to 20 years have perceived existence of moderate level of knowledge regarding inspiring unions and associations, 63.2% respondents who are having more than 20 years of experience have perceived existence of moderate level of conducting workers education programmes and involvement of unions association leaders in HRD activities.

❖ The data indicates that 48.8% respondents who have an experience of 10 years have perceived existence of high level of conducting surveys, studying of process and problems, 38.9% respondents who are having 10 to 20 years of experience have perceived a low level of human process research, 36.8% respondents who are having an experience of more than 20 years have perceived existence of moderate level of providing feed back to the respondents.

❖ 46.5% respondents who are having 10 years of experience have perceived existence of moderate level of input for rewards and punishment, knowledge of personnel policies, 50.0% respondents who are having an experience of 10 to 20 years have perceived moderate level of influencing personnel policies, 57.9% respondents who are

having 20 years and more experience have perceived existence of moderate level of working collaboratively and organizational policies for employee motivation.

❖ The data indicates that 50.0% respondents who are in pharmaceutical industry have perceived existence of moderate level of HRD philosophy and liaison with top management, 41.7% respondents who are in the chemical industry have perceived existence of low as well as moderate level of HRD philosophy and who are in textile industry have perceived existence of moderate level of HRD philosophy and liaison with top management, 45.9% respondents who are in Engineering industry have perceived existence of high level of HRD philosophy and liaison with top management.

❖ The data indicates that 64.3% respondents who are in pharmaceutical industry have established existence of moderate level of use of task forces, conducting team building workshops, 41.7% respondents who are in chemical industry have established existence of low level of creating development among line managers, 50.0% respondents who are in textile industry have established existence of moderate level of motivation, 45.9% respondents who are in Engineering industry have established existence of high level of sponsoring line managers and experimenting with new HRD methods.

❖ 50.0% respondents who are in Pharmaceutical industry have perceived existence of moderate level of designing development oriented appraisal, 52.8% respondents who are in chemical industry have perceived existence of moderate level of identification of training needs, 50.0% respondents who are in Textile industry have perceived existence of moderate level of strengthening HRD climate, 48.6% respondents who are in the Engineering industry have perceived

existence of high level of preparing of the training policies, and development oriented appraisals.

❖ 64.3% respondents who are in pharmaceutical industry have perceived existence of moderate level of understanding and clarification of business goals of the organization, 52.8% of the respondents who are in the chemical industry have perceived existence of moderate level of shaping of HRD philosophy, 78.6% respondents who are in textile industry, have perceived existence of moderate level of directing HRD efforts to goals and strategies of the organization, 52.8% respondents who are in chemical industry have perceived existence of moderate level of directing HRD efforts to goals and strategies of the organization, 45.9% respondents who are in Engineering industry have perceived existence of moderate level of developing HRD system / plans to suit the diversification.

❖ Existence of significant relationship between type of organization of the respondents and monitoring HRD implementation has been established by the study. 57.1% respondents who are in pharmaceutical industry have perceived a low level of monitoring HRD implementation, 41.7% respondents who are in chemical industry significantly related to existence of moderate level of designing of questionnaires and use of task forces, 57.1% respondents who are in textile industry have perceived existence of moderate level of monitoring HRD implementation, 43.2% of respondents who are in Engineering industry are significantly related to existence of high level of use of task forces and monitoring HRD implementation.

❖ The study established a significant relationship between the type of the organization of the respondents and inspiring unions and associations, 50.0% respondents who are in pharmaceutical industry have perceived existence of low level of development and training of

unions/associations, 52.8% of respondents who are in the chemical industry have perceived existence of moderate level of training of leaders of union and associations, 42.9% of respondents who are in textile industry have perceived existence of moderate level of involvement of unions/associations and their leaders. 48.6% respondents who are in Engineering industry are significantly related to existence of high level of involvement of unions and associations for HRD activities.

❖ The study establishes a significant relationship between the type of the organization and human process research, 57.1% respondents who are in pharmaceutical industry have perceived existence of low level of human process research, 44.4% respondents who are in chemical industry have perceived existence of low level of human process research, such as conducting surveys, 50.0% of respondents are significantly related to existence of high level of studying of leadership styles, provision of feedback, respondents who are in textile industry, 56.8% respondents who are in engineering industry are significantly related to existence of high level of human process research.

❖ 42.9% respondents in pharmaceutical industry have low as well as moderate level of indication towards a positive climate, 52.8% respondents in chemical industry have a moderate level of motivation, 64.3% respondents have a moderate knowledge regarding formulation of rewards & recognition policies for the employees, 43.2% respondents have moderate level of motivation and contribute to good quality of work life.

❖ 50.0% respondents with IRPM educational background have moderate level of knowledge regarding developing and articulating HRD philosophy, 38.9% respondents with MSW/MA-SW/MLW have perceived a high level of HRD philosophy and liaison with top

management which indicates that the professionals have a high knowledge regarding various HR philosophy and liaison with top management, 33.3% respondents having BA/BSc/MBA/MSc have a moderate level of knowledge regarding formulating & articulating basic HRD philosophy.

❖ 45.5% respondents with IRPM background have perceived a moderate level of tendency towards creating motivation in the line managers, 40.7% respondents with MSW/MLW/MA-SW have moderate tendency towards organizing talks, seminars by outsiders on HRD, 45.8% respondents having other degrees indicate a low tendency towards learning new things & improving the process.

❖ 40.9% respondents with IRPM background perceived a high level tendency towards strengthening of HRD climate such as designing development oriented appraisal system, 37.0% respondents with MSW/MLW/MA – SW designing of appraisal system training at moderate level, 54.2% respondents having other degrees have performance counselling, establishing of counselling services at moderate level. A high level tendency by respondents having IRPM background is shown towards development of new systems so that is strengthening the HRD climate.

❖ 72.7% respondents have a moderate level of knowledge about vision and business goals of the organisation who are having IRPM background, 50.0% respondents having MSW/MLW/MA-SW background perceived a moderate level tendency towards providing inputs relating to the people whenever strategic shifts are made, 54.2% respondents having other degrees have a moderate knowledge regarding the vision of the organisation.

❖ 59.1% respondents having IRPM background have a moderate level of knowledge towards monitoring effectiveness of the process, 38.9%

respondents having MSW/MLW/MA-SW have a high level of knowledge regarding monitoring HRD system and use of various task forces for its implementation, 54.2% respondents with BA/BSc/MSc/MA/MBA background have a low level of knowledge regarding monitoring HRD implementation.

❖ 45.5% respondents with IRPM background have perceived a moderate level of knowledge regarding the role of unions and associations for employees development, 42.6% respondents with MSW/MLW/MA-SW background have a moderate knowledge towards working with the leaders, 41.7% respondents with BA/BSc/MBA/MSc have a high level of tendency towards inspiring unions and associations.

❖ The data indicates that 36.4% respondents having with IRPM background have a moderate as well as high level of knowledge towards studying human process and problems, 46.3% respondents have a high level of tendency towards conducting surveys, studying of leadership styles is perceived at high level who are having MSW/MLW/MA-SW, 50.0% respondents having other degrees have a low tendency towards finding out the problems and carrying out various surveys.

❖ The data indicates that 63.6% respondents having IRPM background have a moderate level of knowledge regarding influencing personnel policies, 46.3% respondents having MSW/MLW/MA-SW have a moderate tendency towards creating a positive climate, helping in formulating of personnel policies, 45.8% respondents with other degrees have a low level towards creating a positive climate.

❖ The data collected 40.5% respondents in the officer category have a low tendency towards developing and articulating HRD philosophy of

the organisation, 58.3% respondents in the category of Manager and Dy. Manager have a moderate level of tendency towards communicating HRD philosophy and clarification of the values, 36.4% respondents in the category of Sr. Manager / Executive / M.D. have a high as well as moderate level of clarification of values of organisation and communicating of HRD philosophy across the organisation. Existence of significant relationship between designation and HRD philosophy and liaison with top management.

❖ The study establishes that, 35.7% respondents in the officer category have a low level of knowledge towards organising of talks and seminars by outsiders on HRD, or use of in-house letters to create a learning environment, 55.6% respondents who are Managers and Dy. Managers have a moderate tendency towards developing motivation among the line managers, 36.4% respondents who are Sr. Manager / Executive / M.D. have a low level of knowledge regarding meeting the employees frequently to understand their problems and concerns.

❖ 35.7% respondents who are officer have a moderate as well as a high level of knowledge towards designing development appraisal systems, identifying of KPA's / KRA's, 41.7% respondents who are manager / Dy. Manager have a moderate level of tendency towards strengthening of the HRD climate through use of HRD systems, 54.5% respondents who are Sr. Managers / Executive / M.D. perceived a moderate tendency towards identification of KPA's / KRA's improving effectiveness of in-house programmes and formulation of job rotation and potential development.

❖ The study establishes existence of moderate level of directing HRD efforts to goals and strategies of the organisation, 52.4% respondents who are in officer category perceived a moderate tendency towards clarification of social objectives, 58.3% respondents who are Managers

and Dy. Managers have a moderate tendency towards providing of inputs wherever strategic shifts are made, 54.5% respondents who are executive / Sr. Manager / M.D. have a moderate level of perception towards development of HRD plans to suite the diversification and other important decisions.

❖ The data indicates that 35.7% respondents who are in officer cadre perceive a low tendency towards monitoring of the effectiveness of various systems 41.7% respondents who are Managers / Dy. Managers perceive a moderate tendency towards implementation of various systems for effective HRD, 36.4% respondents who are Sr. Executive / Executive / M.D. perceive use of task forces for implementation and monitoring various workshops for various HRD systems at low as well as at moderate level respectively.

❖ 42.9% respondents who are in officer grade have a moderate level of knowledge regarding clarifying role of unions and associations, 41.7% respondents who are Manager / Dy.Manager perceive a moderate level of tendency towards initiating leaders and inspiring them to initiate HRD / QWL activities, 45.5% respondents who are Sr.Manager / Executive / M.D. have a moderate level of tendency towards diagnosis organisational health and work conditions for unionised categories of employees.

❖ The data indicates that 42.9% respondents perceive a high level of tendency towards conducting surveys, learning of environment and HRD climate, who are in officer cadre, 36.1% respondents who are Manager / Dy.Manager perceive a low level of tendency towards analysing exit – interviews, absenteeism, leaves and other data for understanding human process and problems, 45.5% respondents who are Sr.Manager / Executive / M.D. perceive a high level tendency towards studying leadership styles, providing feedback to the

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employees on survey results and conducting stress audit and stress research.

❖ 38.1% respondents who are in the officer cadre have a low as well as moderate level of knowledge regarding formulation of rewards and recognition which enhances employees motivation, 63.9% respondents who are Manager / Dy.Manager perceive a moderate tendency towards creating a positive climate in the organisation, 50.0% respondents who are Sr.Manager / Executive / M.D. have a moderate level of knowledge regarding creating a positive climate and other policies which enhances employee motivation.

❖ 37.2% respondents who are in the age group of 33 years show a high level of tendency towards knowing new things regarding knowledge of HRD philosophy and policies, 40.6% respondents who are in age of 34 to 44 years have a moderate level of tendency towards knowing various HR policies, practices and systems, 36.0% respondents who are 45 years & above have a low as well as moderate level of HRD professional knowledge.

❖ 41.9% respondents who are up to 33 years have a moderate level of HRD professional skills in terms of communication and are pervasive and assertive, 40.6% respondents who are in the age group of 34 to 44 years have a moderate level of professional skills in terms of practicing of HRD philosophy, 36.0% respondents who are 45 years and above have moderate level of tendency of professional skills such as give and receive feedback and good communication.

❖ The data indicates that 46.5% respondents who are in the age group of 33 years have a moderate level of personal attitudes & values towards others and helping nature, 56.3% respondents who are in age group of 34 to 44 years have a moderate level of fairness and

responsibility, 52.0% respondents who are 45 years & above have moderate level of empathy and understanding.

❖ The study establishes 44.0% respondents who are having monthly income of Rs.15000 have a moderate level of HRD professional knowledge regarding to its philosophy and policies, 38.5% respondents who are having their monthly income between Rs.15001 to 20000 have a low level of HRD professional knowledge regarding its practices and systems, 57.1% respondents who are having their monthly income of Rs.20000 & above have a high level of HRD professional knowledge in terms of understanding the organisation and as to how it has been structured.

❖ 46.7% respondents who are having their monthly income of Rs.15000 have a moderate level of HRD professional skills such as to communicate and assertiveness, 33.3% respondents who are having their monthly income between Rs.15001 to 20000 have a low as well as high level of HRD professional skills such as values & flair for communication, 57.1% respondents who are having their monthly income of Rs.20000 & above have a high level of professional skills such as to regarding monitories of and implementation of HRD systems.

❖ The data indicates that 53.3% respondents who are having monthly income of Rs.15000 have a moderate level of personal attitudes & values, 51.3% respondents who are having their monthly income between Rs.15001 to 20000 have a moderate level of empathy and understanding, 42.9% respondents who are having their monthly income of Rs.20000 & above have a moderate level of sense of fairness and responsibility.

- ❖ 34.9% respondents who are having an experience of 10 years have a moderate level of knowledge about performance appraisal systems, 36.1% respondents who are having an experience of 10 to 20 years have a high level of knowledge regarding the HRD philosophy 36.8% respondents who are having an experience of 20 years & more have perceive a low as well as moderate level of HRD professional knowledge.

- ❖ 46.5% respondents who are having an experience of 10 years have perceived a moderate level of HRD professional skills such as to give and receive feedback, 36.1% respondents who are having an experience of 10 to 20 years have perceive a moderate level of skills to monitor, 36.8% respondents who are having 20 years & more experience perceive a moderate level of HRD professional skills.

- ❖ 44.2% respondents who are having an experience of 10 years perceive a moderate level of personal attitudes & values such as empathy and understanding and attitudes towards others, 55.6% respondents who are having an experience between 10 to 20 years perceive a moderate level of personal attitudes & values, 52.6% respondents who are having 20 years & more experience have perceived a moderate level of personal attitudes & values such as faith in people and their competencies.

- ❖ 50.0% respondents who are in the pharmaceutical industry have a low level of knowledge regarding HRD philosophy, policies and practices, 36.1% respondents who are in chemical industry have a low level of knowledge of HRD professional knowledge, 42.9% respondents who are in textile industry have a moderate level of knowledge regarding performance appraisal systems, 43.2% respondents who are in the engineering industry have perceive a high level of HRD professional knowledge such as its philosophy, practices and dynamics.

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❖ The study establishes a significant relationship between type of organisation and HRD professional skills. 50.0% respondents who are in pharmaceutical industry are significantly related to HRD professional skills such as to give and receive feedback good communication at moderate level, 38.9% respondents who are in the chemical industry have moderate level of HRD professional skills, 71.4% respondents who are in textile industry have a moderate level of HRD professional skills such as articulating of HRD philosophy, interpersonal sensitivity, 48.6% respondents who are in the engineering industry perceive a high level of designing of skills for HRD systems, task analysis and job analysis.

❖ Analysis indicates that a significant relationship exists between type of organisation and personal attitudes & values. The study further establishes that 57.1% respondents who are in the pharmaceutical industry have a moderate level of introspective attitude and openness, 61.1% respondents who are in chemical industry have a moderate level of tendency towards self discipline, respect for others, 64.3% respondents who are in the textile industry have a moderate level of willingness to experiment and learning orientation, 43.2% respondents who are in engineering industry are significantly related to existence of high level of perseverance and work motivation.

❖ The data indicates that 36.4% respondents who are having IRPM background have a low level of knowledge regarding role analysis techniques, employee relation practices and philosophy and practices, 37.0% respondents who are having MSW/MLW/MA -SW have a high level of knowledge of quality circles, behaviour modification and attitude change methods and performance appraisal systems, 37.5% respondents who are having BA/BSc/MA/MSc/MBA as their background have a low level of knowledge of power dynamics, networks in the organisation.

❖ 40.9% respondents who are having IRPM as their background have a moderate level of skills to monitor and implementation of various HRD system, leadership and initiativeness, 38.9% respondents who are MSW/MLW/MA=SW have a high level of skills of interpersonal sensitivity, systems designing skills and process observation, 50.0% respondents who are BA/MA/MSc/MBA have a moderate level of HRD professional skills such as creativity, problem-solving and conflict management skills.

❖ The study establishes a significant relationship between type of organization and HRD professional skills. 50.0% respondents who are in the pharmaceutical industry are significantly related to HRD professional skills such as to give and receive feedback good communication at moderate level, 38.9% respondents who are in the chemical industry have moderate level of HRD professional skills, 71.4% respondents who are in textile industry have a moderate level of HRD professional skills such as articulating of HRD philosophy, interpersonal sensitivity, 48.6% respondents who are in the engineering industry perceive a high level of designing of skills for HRD systems, task analysis and job analysis.

❖ Analysis indicates that a significant relationship exists between type of organization and personal attitudes and values. The study further establishes that 57.1% respondents who are in the pharmaceutical industry have a moderate level of introspective attitude and openness, 61.1% respondents who are in chemical industry have a moderate level of tendency towards self-discipline, respect for others, 64.3% respondents who are in the textile industry have a moderate level of willingness to experiment and learning orientation, 43.2% respondents who are in engineering industry are significantly related to existence of high level of perseverance and work motivation.

❖ The data indicates that 36.4% respondents who are having IRPM background have a low level of knowledge regarding role analysis techniques, employee relation practices and philosophy and practices, 37.0% respondents who are having MSW/MLW/MA-SW have a high level of knowledge of Quality circles, behaviour modification and attitude change methods and performance appraisal systems, 37.5% respondents who are having BA/BSc/MA/MSc/MBA as their background have a low level of knowledge of power dynamics, networks in the organization.

❖ 40.9% respondents who are having IRPM as their background have a moderate level of skills to monitor and implementation of various HRD system, leadership and imitativeness, 38.9% respondents who are MSW/MLW/MA-SW have a high level of skills of interpersonal sensitivity, systems designing skills and process observation, 50.0% respondents who are BA/MA/MSc/MBA have a moderate level of HRD professional skills such as creativity, problem-solving and conflict management skills.

❖ 54.5% respondents who are IRPM graduates have a moderate level of personal attitudes and values such as empathy and understands pro-activity, 48.1% respondents who are MSW/MLW/MA-SW have a moderate level of introspective attitude and super ordination, 54.2% respondents who are BA/BSc/MA/MSc/ MBA GRADUATE have a moderate level of personal attitudes and values such as sense of fairness and stress tolerance.

❖ 40.5% respondents who are in the officer cadre have a moderate level of knowledge of group dynamics and group functioning, training methods and systems, 36.1% respondents who are Manager and Dy.Manager have perceive a moderate level of knowledge about HRD

philosophy, personality theories and systems, 40.9% respondents who are Sr.Manager / Executive /M.D. have a low as well as a high level of knowledge of conflict management strategies and techniques and understanding of personal relations and factors affecting them.

❖ The data indicates that 38.1% respondents who are in officer grade perceive a moderate level of HRD professional skills such as values, counseling skills, 50.0% respondents who are Managers / Dy.Manager have moderate level of professional skills such as to monitor the implementation of HRD systems, openness, 36.4% respondents who are Sr.Manager / Executive / M.D. have a low as well as a high level of HRD professional skills of conflict management and organization diagnosis.

❖ Findings of the study indicate that 45.2% respondents who are in the officer cadre have a moderate level of productivity, trust worthiness, 58.3% respondents who are Managers and Dy.Managers perceive respect for others, responsibility at moderate level, 50.0% respondents who are Sr.Managers / Executive/ M.D. have a moderate level of work motivation, super ordination and empathy and understanding.

❖ The study establishes existence of a significant relationship between age and leadership. 46.5% respondents who are in the age of up to 33 years have a moderate level of leadership quality, 59.4% respondents who are between the age group of 34 to 44 years have perceived a existence of moderate level of leadership, 48.0% respondents who are 45 years and above have perceived a low level of leadership in order to control the organization and as a team leader.

❖ 97.7% respondents who are in the age group of 33 years perceived a high level of participative style such as sharing of the information,

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96.9% respondents who are in the age group of 34 to 44 years perceive a high level of participative leadership style, 96.0% respondents who are in the age group of 45 years and above have a high level of participative style such as discussion on every issues, and power equalization.

❖ 46.5% respondents who are in the age group of 33 years have perceived a high level of authoritative leadership such as personal vanity, status and power, 46.9% respondents who are in the age group of 34 to 44 years perceive the existence of high level of authoritative leadership, 36.0% respondents who are 45 years & above, perceive the existence of low level of authoritative leadership.

❖ The data indicates that 65.1% respondents who are in the age group of 33 years have perceived a high level of Nurturant leadership, 81.3% respondents who are in the age group of 34 to 44 years perceive a existence of high level of training and see that the subordinate groups, 52.0% respondents who are 45 years and above have perceived a existence of high level of Nurturant leadership where the leader behaves as a fatherly figure.

❖ The study establishes a significant relationship between age and P+A+N leadership. 95.3% respondents who are in the age group of 33 years are significantly related to existence of high level of P+A+N leadership such as to make group members to work, 81.3% respondents who are in the age group of 34 to 44 years are significantly related to existence of high level of P+A+N leadership such as seeking of co-operation and listening to the advice, 60.0% respondents who are 45 years & above are significantly related to existence of high level of P+A+N leadership.

❖ 60.5% respondents who are in the age of 33 years have perceived a low level of bureaucratic leadership such as giving excessive importance to written rules and regulations, 40.6% respondents who are in the age group of 34 to 44 years perceive a low level of bureaucratic leadership style where in role is naughtier than the task holds true, 76.0% respondents who are in the age group of 45 years & above have perceived a high level of bureaucratic leadership.

❖ 67.4% respondents who are in the age group of 33 years perceive a high level of task oriented leadership such as leader became tense when the task is high and supervises an task rather than the people, 68.8% respondents who are in the age group of 34 to 44 years perceive a high level of task oriented leadership such as paying no attention to the human aspects and feelings, 56.0% respondents who are 45 years & above perceive a high level use of unhealthy or inhuman methods which can harm the organization in the long run.

❖ The study establishes existence of significant relationship between age and personal relations leadership. 58.1% respondents who are in the age of 33 years are significantly related to existence of high level of personal relations leadership, 65.6% respondents who are in the age group of 34 to 44 years, are significantly related to existence of high level of personal relations leadership such as developing of social relationships, 76.0% respondents who are 45 years & above are significantly related to existence of high level of personal relations leadership which can also have a positive as well as negative effect on the production.

❖ 97.8% respondents who are having a monthly income of Rs. 15000 have perceive a high level of participative leadership, 94.9% respondents who are having a monthly income of Rs.15000 have perceive a high level of participative leadership, 94.9% respondents

who are having their monthly income between 15001 to 20000 perceive a high level of participative leadership such as sharing of information and arriving at a consensus, 100.0% respondents who are having their monthly of Rs.20000 and more have a perceived a high level of participative leadership such as power equalizations.

❖ 51.1% respondents who are having their monthly income of Rs.15000 perceive a high level of authoritative leadership such as status and power, 43.6% respondents who are having their monthly income between Rs.15001 to 20000 have perceived a high level of authoritative leadership style such as using of relatively high power, 50.0% respondents who are having their monthly income of Rs.20000 & above have perceived authoritative leadership at a low level and there is relatively low use of personal vanity, status and power.

❖ 73.3% respondents who are having their monthly income of Rs.15000 perceive a high level of Nurturant leadership 61.5% respondents who are having their monthly income of Rs.15001 to 20000 have perceived the existence of high level of Nurturant leadership such as major thrust is given on growth and development of the employees 71.4% respondents who are having a monthly income of Rs.20000 and more perceive the existence of high level of Nurturant leadership wherein leader functions as a fatherly figure.

❖ 86.7% respondents who are having their monthly income of Rs.15000 perceive existence of high level of P+A+N leadership, 79.5% respondents who are having their monthly income between Rs.15001 to 20000 perceive existence of high level of P+A+N leadership such as seeking cooperation and listening to the subordinates, 71.4% respondents who are having monthly income of Rs. 20000 and more perceive existence of high level of P+A+N leadership who is generally nurturant in his approach.

❖ 51.1% respondents who are having their monthly income of Rs.15000 perceive existence of low level of bureaucratic leadership such as use of guidelines in day-to-day affairs, 64.1% respondents who are having their monthly income between Rs.15001 to 20000 perceive existence of low level of bureaucratic leadership such as complying with the orders and demands. 71.4% respondents who are having their monthly income of Rs.20000 & more perceive existence of low level of bureaucratic leadership such as excessive dependence on the roles and task.

❖ The data indicates that 51.1% respondents who are having their monthly income of Rs.15000 perceive existence of a high level of task oriented leadership and use of repressive measures, and restriction of communication, 61.5% respondents who are having their monthly income between Rs.15001 to 20000 perceive existence of high level of task oriented leadership and use of fear and threat amongst the subordinates, 57.1% respondents who are naming their monthly income of Rs.20000 and more perceive existence of high level of task oriented leadership.

❖ 73.3% respondents who have a monthly income of Rs.15,000 have perceived existence of high level of personal relationship such as doing personal favours in the work, 51.3% respondents who have their monthly income between 15001 to 20,000 have perceived existence of high level of personal relationship, 71.4% respondents who have more than 20,000 as their monthly income have perceived existence of high level of personal relationship such development of social relations.

❖ 48.9% respondents who have their monthly income of Rs. 15,000 have perceived a moderate level of leadership, 43.6% respondents who have their monthly income between 15001 to 20,000 have

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perceived a moderate level of relationship, 64.3% respondents who have their monthly income of Rs. 20,000 and above have perceived a moderate level of relationship.

❖ 97.7% respondents who are having an experience of 10 years have perceived a high level of participative leadership such as sharing of information and taking action, 94.4% respondents who are having an experience of 10 to 20 years perceive high level of participative leadership such as giving emphasis on decision making process, 100% respondents who are having an experience of 20 years and more perceive a high level of participative leadership wherein each and every discussions are taken across the table.

❖ The data indicates that 46.5% respondents who have an experience of 10 years perceived a moderate level of relationship, 55.6% respondents who are having an experience of 10 to 20 years perceive moderate level of leadership, 47.4% respondents who are having an expereince of 20 years and more perceived a low level of leadership.

❖ 51.2% respondents who are having an experience of 10 years perceive existence of high level of authoritative leadership such as use of personal power and vanity, 41.7% respondents who are having an experience of 10 to 20 years have established a high level of authoritative leadership where the leader is predominantly bit linent, 31.6% respondents who are having 20 years and more experience have perceived a low level of authoritative leadership.

❖ 67.4% respondents who are having an experience of 10 years establishes existence of high level of nurturant leadership, wherein he functions in a way where his subordinates are not discouraged of, 75.0% respondents who are having an experience of 10 to 20 years have perceived existence of high level of nurturant leadership. 52.6%

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respondents who are having 20 years and more experience establishes existence of high level of nurturant leadership where a major thrust is given on growth and development of his subordinates.

❖ The study establishes a significant relationship between experience and P+A+N leadership. 93.0% respondents who are having 10 years of experience perceive the existence of high level of P+A+N leadership. 83.3% respondents who are having an experience of 10 to 20 years perceive the existence of high level of P+A+N leadership where the leader is generally nurturant in his outlook, 57.9% respondents who have 20 years of experience establishes a high level of P+A+N leadership, where the leader is generally open to the discussion and suggestions.

❖ 53.5% respondents who are having an experience of 10 years perceived existence of low level of bureaucratic leadership giving excessive importance to the rules and regulations. 52.8% respondents who are having experience of 10 to 20 years perceived existence of low level of bureaucratic leadership, 73.7% respondents who are having an experience of 20 years and more establishes existence of low level of bureaucratic leadership.

❖ The data indicates that 62.8% respondents who are having 10 years of experience perceived existence of high level of task oriented leadership creating a climate of mistrust, 66.7% respondents who are having an experience of 10 to 20 years perceive existence of high level of task oriented leadership where there is no proper communication, 57.9% respondents who are having 20 years and more experience perceive a high level of task oriented leadership.

❖ Existence of significant relationship between experience of the respondents and personal relations leadership has been established.

55.8% respondents who are having 10 years of experience have perceived existence of high level of personal relations, leadership 61.1% respondents who are having an experience of 10 to 20 years perceived existence of high level of personal relations leadership, 89.5% respondents who are having 20 years and more experience have perceived existence of high level of personal relations leadership.

❖ Analysis indicates that a significant relationship exists between type of the organization and leadership. The study further establishes that 57.1% respondents who are in pharmaceutical industry have perceived existence of moderate level of relationship, 47.2% respondents who are in the chemical industry have perceived existence of moderate level of leadership, 50.0% respondents who are in textile industry are significantly related to existence of high level of leadership, 54.1% respondents who are in Engineering industry have perceived existence of moderate level of leadership.

❖ The data indicates that 100.0% respondents who are in pharmaceutical industry have perceived existence of participative leadership at high level. 33.0% respondents who are in the chemical industry have perceived existence of high level of participative leadership where emphasis is given on power equalizations, 100.0% respondents who are in textile industry have perceived a high level of participative leadership, 100.0% respondents who are in engineering industry have perceived existence of high level of sharing of information and working together with subordinates.

❖ The study are establishes that a significant relationship does not exists between type of organization and authoritative leadership. 50.0% of respondents who are in pharmaceutical industry have established existence of high level of authoritative leadership regarding status and power, 36.1% respondents who are in chemical industry   have

perceived existence of moderate level of authoritative leadership, 57.1% respondents who are in textile industry have perceived existence of high level of personal vanity, status and power, 45.9% respondents who are in engineering industry have perceived existence of high level of authoritative leadership.

❖ The data indicates that 42.9% respondents who are in pharmaceutical industry have perceived existence of high level of training is given to the subordinates, 66.7% respondents who are in chemical industry have perceived a high level of nurturant leadership. 71.4% respondents who are in textile industry have perceived existence of high level of nurturant leadership, and subordinates to grow, 75.7% respondents who are in engineering industry have perceived existence of high level of nurturant leadership.

❖ 78.6% respondents who are in pharmaceutical industry have perceived existence of high level of co-operation and patient listening is given, 77.8% respondents who are in chemical industry have established existence of high level of P+A+N leadership, 92.9% respondents who are in textile industry have perceived existence of high level of nurturant outlook, 83.3% respondents who are in engineering industries have perceived existence of high level of co-operation and working together.

❖ 64.3% respondents who are in pharmaceutical industry have perceived existence of low level of Bureaucratic leadership, 61.1% respondents who are in chemical industry have perceived existence of low level of bureaucratic leadership where the orders are given from the top and has to be followed, 35.7% respondents who are in textile industry have established existence of low as well as high level at bureaucratic leadership, 59.5% respondents who are in engineering industry have

perceived existence of low level of importance to the written rules and regulations is given.

❖ 57.1% respondents who are in the pharmaceutical industry have perceived existence of high level of emphasis is given on the task, 50.0% respondents who are in chemical industry have established a high level of task oriented leadership, 71.4% respondents who are in textile industry have perceived existence of high level of climate of mistrust prevails, 78.4% respondents who are in engineering industry have established existence of high level of task oriented leadership.

❖ 57.1% respondents who are in the pharmaceutical industry have established existence of high level of personal favours, 61.1% respondents who are in the chemical industries have established existence of high level of social relationships, 57.1% respondents who are in textile industry have established existence of high level of personal leadership, 75.7% respondents who are in engineering industry have established existence of high level of personal leadership.

❖ 45.5% respondents who are having IRPM background have perceived existence of moderate level of leadership, 44.4% respondents who are having MSW/MLW/MA-SW have perceived moderate level of leadership, 66.7% respondents who are having BA/BSC/MA/MSC have established existence of moderate level of leadership.

❖ The study establishes a significant relationship between educational qualifications of the respondents and participative leadership. Respondents having IRPM background are significantly related to existence of high level of participative leadership, 100.0% respondents who are having MSW- /MA-SW/MLW are significantly related to existence of high level of discussion and sharing of information on day

to day affairs is carried out, respondents having other degrees are significantly related to existence of high level of participative leadership.

❖ 40.9% respondents who are who are having IRPM background have perceived existence of low as well as high level of authoritative leadership such as use of power and personal vanity, 44.4% respondents who are having MSW/MLW/MA-SW have established existence of high level of authoritative leadership, 45.8% respondents who are having other degrees have established existence of high level of authoritative leadership.

❖ The data indicates that 59.1% respondents who are having IRPM background have established existence of high level of nurturant leadership, 72.2% respondents who are MSW/MLW/MA-SW have established existence of high level of nurturant leadership where the approach is fatherly, 66.7% respondents who are having other degrees have established existence of high level of emphasis is given on training and development of the subordinates.

❖ 63.6% respondents who are having IRPM background have perceived existence of high level of P+A+N leadership, 88.9% respondents who are having MSW/MLW/MA-SW have perceived existence of high level of use of authority and make members to work, 87.5% respondents who are having other degrees have established existence of P+A+N relationship where the leader is generally nurturant in his outlook.

❖ 63.6% respondents who are having IRPM background have established existence of low level of bureaucratic leadership where the role is mightier than the task, 59.3% respondents who are MSW/MLW/MA-SW have established existence of low level of bureaucratic leadership where the leader simply comply with the order and demands, 45.8%

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respondents who are having other degrees have established existence of low level of bureaucratic leadership.

❖ Respondents having IRPM background have perceived existence of high level of Task oriented leadership, 68.5% respondents who are having MSW/MLW/MASW have perceived existence of high level use of repressive methods and communication is not proper, 66.7% respondents who are having other degrees have established existence of high level of use of unhealthy methods and paying no attention to the human aspects.

❖ The data indicates that 54.5% respondents who are having IRPM background have established existence of high level of personal relations leadership where personal favours are done, 63.0% respondents who are having MSW/MLW/MA-SW have established existence of high level of personal favours are done to selected people, 83.3% respondents who are having other degrees have established existence a high level of personal leadership.

❖ 38.1% respondents who are in the officer category have perceived moderate as well as low level of leadership, 61.1% respondents who are Manager / Dy. Manager have perceived a moderate level of leadership, 50.0% respondents who are Senior Manager / Executive / M.D. have perceived a moderate level of leadership.

❖ The findings of the study indicate that a significant relationship does not exists between designation and participative leadership. 97.6% respondents who are in officer grade have perceived existence of high level of sharing of information, 97.2% respondents who are Manager/Dy. Manager have perceived existence of high level of participative leadership, 95.5% respondents who are

Sr. Manager/Executive/M.D. have perceived existence of high level of participative leadership.

❖ The findings of the study indicate that 47.6% respondents who are in Officer grade have perceived existence of high level of emphasis is given on rules and regulations, 36.1% respondents who are Manager/Dy. Manager have perceived a moderate as well as high level of authoritative leadership, 45.5% respondents who are Sr. Manager/Executive/M.D. have perceived existence of high level of personal power and status.

❖ 64.3% respondents who are in the Officer grade have perceived existence of high level of nurturant leadership, 69.45% respondents who are Manager/Dy. Manager have perceived existence of high level of training to subordinates is given, 68.2% respondents who are Sr. Manager/Executive/M.D. have perceived existence of high level of nurturant leadership.

❖ 83.3% respondents who are in the officer grade have perceived existence of high level of P+A+N leadership where emphasis is given an co-operation and listens to the to the advice of his subordinates, 63.3% respondents who are Manager /Dy. Manager have perceived existence of high level of P+A+N leadership, 81.8% respondents who are Sr. Manager / Executive /M.D. have perceived a high level of P+A+N leadership.

❖ 47.6% respondents who are in the officer cadre have perceived existence of low level of bureaucratic leadership, where excessive dependence is on the roles, 58.3% respondents who are Manager/Dy. Manager have perceived existence of low level of bureaucratic leadership, 72.7% respondents who are Sr. Manager/Executive/M.D. have perceived existence of low level of bureaucratic leadership.

❖ 64.3% respondents who are officers have perceived existence of high level of emphasis is given to the task rather than the people, 58.3% respondents who are Manager/Dy. Manager have perceived existence of high level of Task-oriented leadership, 72.7% respondents who are Sr. Managers/ Executive/ M.D. have perceived existence of high level of employment of fear and threat.

❖ The data indicates that 76.2% of respondents who are officer have perceived a high level of personal relations leadership, 58.5% respondents who are Manager/Dy. Manager have perceived existence of high level of social relationship, while respondents who are Senior Manager/Executive/M.D. have perceived existence of high level of personal relations leadership.

❖ The study found that 45.2% respondents who have low productivity have perceived existence of low level of HRD professional knowledge, 40.5% respondents who are having moderate level productivity have perceived low as well as moderate level of knowledge regarding HRD philosophy, policies and practices, 60.0% respondents with high productivity have perceived high level of HRD professional knowledge.

❖ The study establishes a significant relationship between productivity and HRD professional skills. The data indicates that 45.2% respondents with low productivity have perceived existence of moderate level of HRD professional skills such as ability to influence, communicate, 48.6% respondents who are having moderate level of productivity have moderate extent of HRD professional skills, 57.6% respondents who are having high level of productivity have perceived existence of high level of professional skills such as counseling, giving and receiving feedback.

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❖ The study indicates that a significant relationship exists between productivity and personal attitudes and values. The respondents with low productivity have low as well as moderate level of personal attitudes and values such as empathy and understanding, respect for others, 56.8% respondents who are having moderate level of productivity have moderate level of personal attitudes and values such as respect, trust and responsibility, 51.5% respondents who are having high level of productivity have perceived existence of moderate level of sense of fairness and faith in people.

❖ The study indicates that a significant relationship between HRD professional knowledge of the respondent and consensus. 51.5% respondents who have low HRD practical knowledge have perceived existence of low level of consensus such as uniformity in the perception and attitudes, 40.0% respondents with moderate HRD professional knowledge have moderate level of consensus, 51.7% of respondents with high level of HRD professional knowledge are significantly related and have perceived existence of high level of uniformity in perception and attitudes.

❖ The study established a significant relationship exists between HRD professional knowledge and legitimization. 39.4% respondents who are having low HRD professional knowledge have perceived existence of moderate as well as high level of legitimization. It indicates that subordinates accept superior right to control, 54.3% respondents who are having moderate level of HRD professional knowledge have perceived existence of low level of legitimization, 45.5% respondents who are having high level of HRD professional knowledge have perceived existence of low level of superiors right to excise control.

❖ The study indicates that significant relationship does not exist between HRD professional knowledge and need for independence. 42.4%

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respondents who are having low HRD professional knowledge have perceived existence of moderate level of need for independence, 45.7% respondents who are having moderate level of HRD professional knowledge have perceived existence of high level of need of independence regarding the job and make his own judgement and assessment, 39.4% respondents who are having high HRD professional knowledge have perceived existence of moderate level of need for independence.

❖ 63.6% respondents who are having low HRD professional knowledge have perceived existence of moderate level of self-control and responsibility towards the job, 57.1% respondents who are having moderate level of HRD professional knowledge have perceived existence of moderate level of self-control 42.4% respondents who are having high level of HRD professional knowledge have perceived existence of low level of self-control with regards to the job and responsibility.

❖ 54.5% of respondents who are having low HRD professional knowledge have perceived existence of moderate level of job-involvement where the respondents are identified psychologically by their work, 34.3% respondents who are having moderate HRD professional knowledge have perceived existence of moderate as well as high level of job involvement, 39.4% respondents who are having high HRD professional knowledge have high level of job involvement.

❖ The study establishes a significant relationship between HRD professional knowledge of respondents and innovations. 69.7% respondents who are having low HRD professional knowledge have perceived existence of low level of creativity in the job, 48.6% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of innovation, 42.4%

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respondents having high HRD professional knowledge have moderate level of creativity and creative ideas to perform on the job.

❖ The study establishes a significant relationship between HRD professional knowledge and organization commitment. 42.4% respondents who are having low HRD professional knowledge have low level of care regarding the prosperity of the organization, 54.3% respondents who are having moderate HRD professional knowledge have high level of organization commitment, 66.7% respondents who are having high HRD professional knowledge are significantly related to existence of high level of organizational commitment.

❖ 39.4% of respondents who are having low HRD professional knowledge have perceived existence of low as well as moderate level of organization attachment, 40.0% respondents who are having moderate HRD professional knowledge have perceived existence of low level of organization attachment, 45.5% respondents who are having high HRD professional knowledge have perceived existence of low as well as moderate level of organization attachment which generally generates out of owing of the organization.

❖ The data indicates that 42.4% respondents who are having low HRD professional knowledge have perceived moderate as well as high level of positive attitude towards various aspects of the job, 40.0% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of positive attitude, 45.5% respondents who are having high HRD professional knowledge have perceived existence of job satisfaction at moderate level.

❖ The study establishes that a significant relationship does not exists between HRD professional knowledge and job satisfaction work as whole. 66.7% respondents who are having low HRD professional

knowledge have perceived existence of moderate level of positive attitude towards work as a whole, 57.1% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of positive attitude and job satisfaction which the individual gets from the work, 72.7% of respondents who are having high HRD professional knowledge have perceived existence of moderate level of job satisfaction work as a whole.

❖ The data indicates that 60.6% respondents who are having low HRD professional knowledge have established existence of moderate level of contentment of employees in the respective assignment / job, 68.6% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of job satisfaction – organization as a whole, 69.7% respondents who are having high HRD professional knowledge have perceived existence of moderate level of job satisfaction –organization as a whole.

❖ The study establishes a significant relationship between HRD professional skills and consensus. 48.1% respondents who are having low knowledge of HRD professional skills have established existence of low level of uniformity in perception and attitude of employees, 39.0% respondents who are having moderate HRD professional skills have perceived existence of low level of consensus, amongst the respondents, 34.5% respondents who are having high HRD professional skills have perceived existence of high level of uniformity in perception and attitude of the respondents.

❖ The study indicates that a significant relationship exists between HRD professional skills and legitimization. 44.0% respondents who are having low HRD professional skills have perceived existence of moderate level of superiors right to excise control, 53.7% respondents who are having moderate HRD professional skills have established

existence of low level of legitimization, 42.4% respondents who are having high HRD professional skills have perceived existence of low as well as moderate level of atmosphere of mutual respect and helps the superior in exercising the control rationally.

❖ The data indicates that 51.9% respondents who are having low HRD professional skills have perceived existence of moderate level of judgement regarding their job and problems, 36.6% respondents who are having moderate HRD professional skills have perceived existence of high level of need for independence and do their own evaluation without much of superiors interaction, 39.4% respondents who are having high HRD professional skills have perceived existence of high level of need for independence.

❖ Analysis of the study indicates that a significant relationship exists between HRD professional skills and self control. 59.3% respondents who are having low HRD professional skills have perceived existence of moderate level of responsibility towards job without managerial control, 63.4% respondents who are having moderate HRD professional skills have perceived existence of moderate level of self control, 42.4% respondents who are having high HRD professional skills have perceived existence of low level of commitment of employees towards the job.

❖ The data indicates that 48.1% respondents who are having low HRD professional skills have perceived existence of moderate level of association with the job, 46.3% respondents who are having moderate HRD professional skills have perceived existence of moderate level of job involvement, 39.4% respondents who are having high HRD professional skills have perceived existence of high level where the respondent is identified psychologically to a high degree.

❖ The study indicates that a significant relationship exists between HRD professional skills and innovation 55.6% respondents who are having low HRD professional skills have perceived existence of low level of creativity in the job, 48.8% respondents who are having moderate HRD professional skills have perceived existence of moderate level of innovation in the job, 45.5% respondents who are having high HRD professional skills have perceived existence of moderate level of creativity in the job.

❖ 40.7% respondents who are having low HRD professional skills have perceived existence of high level of care and prosperity of the organization, 51.2% respondents who are having moderate HRD professional skills have perceived existence of high level of commitment to the organization and its goals, 60.6% respondents who are having high HRD professional skills have established existence of high level of organization commitment.

❖ Analysis of the study indicates that a significant relationship exists between HRD professional skills and organization commitment. 37.0% respondents who are having low HRD professional skills have perceived existence of low as well as moderate level of attachment to the organization, 48.8% respondents who are having moderate HRD professional skills have established existence of moderate level of feeling of identification with the organization, 63.6% respondents who are having high HRD professional skills have established existence of low level of feeling of attachment with the organization.

❖ 48.1% respondents who are having low HRD professional skills have perceived existence of high level of positive attitude towards various aspects of the job, 51.2% respondents who are having moderate HRD professional skills have established existence of moderate level of job satisfaction, 42.4% respondents who are having high level of HRD

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professional skills have established existence of moderate level of positive attitudes towards various aspects of the job.

❖ The data indicates that 55.6% of respondents who are having low HRD professional skills have perceived existence of moderate level of positive attitude towards the work as a whole, 65.9% respondents who are having moderate HRD professional skills have perceived existence of moderate level of job satisfaction – organization as a whole, 72.7% respondents who are having high HRD professional skills have perceived existence of moderate level of job satisfaction work as a whole.

❖ 59.3% respondents who are having low HRD professional skills have perceived existence of moderate level of satisfaction in terms of organization as a whole, 73.2% respondents who are having moderate HRD professional skills have perceived existence of moderate level of contentment of employees in the respective assignment / job, 63.6% respondents who are having high HRD professional skills have perceived existence of moderate level of job satisfaction organization as whole.

❖ The study establishes a significant relationship between personal attitudes and values and consensus. 61.5% respondents who have low personal attitudes and values have perceived a low level of uniformity in their perception, 39.2% respondents who have moderate personal attitudes and values have established existence of moderate level of consensus, 50.0% respondents who have high personal attitudes and values have established existence of high level of uniformity in their perception.

❖ The data indicates that 38.5% respondents who have low personal attitudes and values have established existence of high level of feeling

of superiors right to exercise control, 45.1% respondents who are having moderate personal attitudes and values have established existence of moderate level of superiors right to exercise control, 54.2% respondents who are having high personal attitudes and values have established existence of low level of acceptance of superiors right to exercise control.

❖ The study establishes a significant relationship between personal attitudes and values have established existence of high level of feeling of supervisors right to exercise control, 45.1% respondents who are having moderate personal attitudes and values have established existence of moderate level of superiors right to exercise control, 54.2% respondents who are having high personal attitudes and values have established existence of low level of acceptance of superiors right to exercise control.

❖ Analysis of the study indicates that a significant relationship does not exist between personal attitudes and values and need for independence. 46.2% respondents who are having low personal attitudes and values have perceived a moderate level of independence to think about their problems at the job, 43.1% respondents who are having moderate level of personal attitudes and values have perceived existence of high level of taking of responsibility for resolving the problems related to their job, 41.7% respondents who are having high personal attitudes and values have perceived existence of low level of confidence to handle their things independently.

❖ The study establishes a significant relationship between personal attitudes and values of respondents and self control. 65.4% respondents who are having low personal attitudes and values have perceived existence of moderate level of responsibility towards the job without managerial control, 54.9% respondents who are having

moderate personal attitudes and values perceive moderate level of self control, 41.7% respondents who are having high personal attitudes and values have perceived existence of low level of commitment of employees towards the job.

❖ Analysis of the study indicates that a significant relationship exists between personal attitudes and values of respondents and job involvement. 42.3% respondents who are having low level of personal attitudes and values have a low level of identifications in the job psychologically with the work, 51.0% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of job involvement, 45.8% respondents who are having high personal attitudes and value have perceived existence of high level of job involvement.

❖ The study establishes a significant relationship between personal attitudes and values of the respondents and innovation. 69.2% respondents who are having low personal attitudes and values have perceived existence of low level of creativity and new ideas in the job, 37.3% respondents who are having moderate personal attitudes and values have perceived existence of low level of innovation, 54.2% respondents who are having high personal attitudes and values have perceived existence of moderate level of creativity which helps in finding new solutions and new ways of dealing with complex problems.

❖ Analysis the findings, the study indicates existence of significant relationship between personal attitudes and values of the respondents and organization commitment. 42.3% respondents who are having low personal attitudes and values have established a existence of low level of organization commitment, 54.9% respondents who are having moderate personal attitudes and values have

perceived existence of high level of commitment to the organization, 75.0% respondents who have high personal attitudes and values are significantly related to existence of high level of organization commitment regarding prosperity of the organization.

* 38.5% respondents who are having low personal attitudes and values have perceived existence of low level of feeling of attachment to the organization, 47.1% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of organization attachment, 58.3% respondents who are having high personal attitudes and values have established existence of low level of organization attachment.

* The data indicates that 53.8% respondents who are having low personal attitudes and values have perceived existence of high level of positive attitudes towards various aspects of the job, 45.1% respondents who are having moderate personal attitudes and values have established existence of moderate level of job satisfaction, 45.8% respondents who are having high personal attitudes and values have perceived moderate level of positive attitude towards initiativeness and acceptance of challenges.

* The data indicates that 57.7% respondents who are having low personal attitudes and values have perceived existence of moderate level of positive attitudes and values have perceived existence of moderate level of positive attitude towards work as a whole, 64.7% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of job satisfaction work as whole, 75.0% respondents who are having high personal attitude and values have perceived existence of moderate level of satisfaction where there are various facets at work which may be explicit or implicit, defined and undefined.

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❖ The study establishes a significant relationship between personal attitudes and values and job satisfaction organization as a whole. 73.1% respondents who are having low personal attitudes and values have perceived existence of moderate level of contentment of the employees in their job, 68.6% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of job satisfaction. 37.5% respondents who are having high personal attitudes and values are significantly related to job satisfaction organization as whole at low level.

❖ The data indicates 54.5% respondents who are having low HRD professional knowledge have perceived existence of moderate level of discipline which discourages autocratic supervision, 57.1% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of positive discipline, 45.5% respondents who are having high HRD professional knowledge and have perceived existence of moderate level of restraint in following positive approach in establishing positive discipline.

❖ 45.5% respondents who are having low HRD professional knowledge have perceived existence of moderate level of labour peace, 51.4% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of restraint practiced with reference to frequency and agitation by the union, 36.4% respondents who are having high HRD professional knowledge have perceived existence of moderate as well as high level of labour peace is practiced by the union.

❖ The data indicates that a significant relationship exists between HRD professional knowledge of respondents and industrial peace. 48.5% respondents who are having low HRD professional knowledge have

perceived existence of low level of lock-outs and lay-offs practiced by union and management, 42.9% respondents who are having moderate level of HRD professional knowledge have perceived existence of moderate level of industrial peace in the organizations, 48.5% respondents with high HRD professional knowledge are significantly related to existence of high level of industrial peace where the unions and management does not resort to strikes and lock-outs.

❖ 48.5% respondents who are having low HRD professional knowledge have established existence of moderate level of Collective Bargaining methods are adapted for settling of various issues, 54.3% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level use of negotiation for various issues and problems, 36.4% respondents who are having high level of HRD professional knowledge have perceived existence of moderate level of collective Bargaining.

❖ A significant relationship exists between HRD professional knowledge of respondents and commitment to production. 45.5% respondents who are having low HRD professional knowledge perceived existence of moderate level of feeling of commitment to the production, 42.9% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of restraint is practiced by not attacking the production to settle their demands, 51.5% respondents who have high HRD professional knowledge are significantly related to existence that the respondents do not attack production to settle their demands.

❖ 45.5% respondents who are having low HRD professional knowledge have perceived existence of low level of union management right relationship, 48.6% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of

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trust and co-operation, 39.4% respondents who have high HRD professional knowledge have perceived existence of moderate level of trust and co-operation, 39.4% respondents who have high HRD professional knowledge have perceived existence of high level of trust and co-operation among the union and management to work in the larger interest of the organization.

❖ 54.5% respondents who are having low HRD professional knowledge have established existence of moderate level of trust and transparency between management, union and workers, 48.6% respondents who are having moderate HRD professional knowledge have perceived existence of moderate level of trust and transparency, 36.4% respondents who are having high HRD professional knowledge have perceived existence of moderate as well as high level of trust and transparency between management, workers and union.

❖ 42.4% respondents who are having low HRD professional knowledge have perceived existence that the external factors and are not affecting industrial relations to a moderate level, 48.6% respondents who are having moderate HRD professional knowledge have perceived that to a high level external factors do not affect industrial relations, 51.5% respondents who are having high level of HRD professional knowledge have perceived that to a high extent the industrial relations remain healthy even during high political and market upheavals.

❖ The data indicates that 55.6% respondents who are having low HRD professional skills have perceived existence of moderate level of positive discipline, 63.4% respondents who are having moderate HRD professional skills have perceived a moderate level of positive discipline is practiced, 36.4% HRD professional skills have perceived existence of moderate as well as high level of positive discipline and discourages autocratic supervision.

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❖ 48.1% respondents who are having moderate HRD professional skills have perceived existence of moderate level of labour peace in the organization, 48.8% respondents who are having moderate HRD professional skills have established existence of moderate level of labour peace, 36.4% respondents who are having high HRD professional skills have established existence of low as well as moderate level of frequency and agitation among the union and management.

❖ Analysis of the study indicates that a significant relationship exists between HRD professional skills and industrial peace. 48.1% respondents who are having low HRD professional skills have perceived low level of lay-off and lock-outs by the management and union, 41.5% respondents who are having moderate HRD professional skills have perceived existence of moderate level of industrial peace, 51.5% respondents who are having high HRD professional skills are significantly related to existence of high level of industrial peace in the organization.

❖ 44.4% respondents who are having low HRD professional skills have perceived existence of moderate level use of collective bargaining methods to resolve various issues and conflicts, 56.1% respondents who are having moderate HRD professional skills have perceived existence of moderate level of use of collective bargaining methods, 36.4% respondents who are having high HRD professional skills have perceived existence of moderate level of use of collective bargaining methods in order to resolve various issues and conflicts.

❖ The data indicates that 40.7% respondents who are having low HRD professional skills have perceived existence of low as well as moderate level of commitment to production, 41.5% respondents who are

having moderate HRD professional skills have perceived existence of moderate level of commitment to the production, 42.4% respondents who are having high HRD professional skills have perceived existence of high level of commitment to the production where the employees do not attack the production to settle their demands.

❖ 40.7% respondents who are having low HRD professional skills have perceived existence of low level of union-management relations on various issues, 43.9% respondents who are having moderate HRD professional skills have perceived existence of moderate level of union-management relationship, 42.4% respondents who are having high HRD professional skills have perceived existence of moderate level of union-management relationships, 42.4% respondents who are having high HRD professional skills have perceived existence of moderate degree of union-management relationships.

❖ The data indicates that 55.6% respondents who are having low HRD professional skills have perceived existence of moderate level of trust and transparency, 53.7% respondents who are having moderate HRD professional skills have established existence of moderate level of trust and transparency, 39.4% respondents who are having high HRD professional skills have perceived existence of high level of trust and transparency between the union and management relationship.

❖ 48.1% respondents who are having low HRD professional skills have perceived existence of moderate level of external factors affecting industrial relations, 43.9% respondents who are having moderate HRD professional skills have perceived existence of high level of political and market changes and the dynamics do not affect industrial relations, 54.5% respondents who are having high HRD professional skills have perceived existence of high degree of feeling that industrial relations remain healthy to a high degree even during the crises.

❖ The study establishes a significant relationship between personal attitudes and values of respondents and positive discipline. 61.5% respondents who are having low personal attitudes and values have perceived existence of moderate level of positive discipline, 54.9% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of positive discipline, 33.3% respondents who are having high personal attitudes and values have perceived low level of positive discipline.

❖ Furthermore, the study establishes existence of significant relationship between personal attitudes and values and labour peace. 53.8% respondents who are having low personal attitudes and values have perceived existence of moderate level of labour peace, 41.2% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of inter and intra union rivalry 41.7% respondents who are having high personal attitudes and values have perceived existence of low as well as moderate level of labour peace in the organization.

❖ 46.2% respondents who are having low personal attitudes and values have perceived existence of moderate level of industrial peace, 47.1% respondents who are having moderate personal attitudes and values have perceived existence of high level of industrial peace, 41.7% respondents who are having high personal attitudes and values have perceived existence of moderate extent that management and union is not resorting to unfair labour practices.

❖ The study establishes existence of a significant relationship between personal attitudes and values of respondents and collective bargaining. Respondents with low personal attitudes and values have perceived low as well as moderate level use of collective bargaining method.

52.9% respondents who are having moderate personal attitudes and values have perceived collective bargaining at moderate level, 45.8% respondents who are having high personal attitudes and values have perceived low level of use of collective bargaining methods to resolve various issues and conflicts.

❖ The study establishes a significant relationship between personal attitudes and values of the respondents and commitment to the productions. Respondents with low personal attitudes and values have perceived low level of commitment to the production and do not attack production process to settle their demands, 47.1% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of commitment to the production, 41.7% respondents are significantly related to existence of high level of commitment to the production.

❖ Furthermore, the study establishes existence of significant relationship between personal attitudes and values of respondents and union-management relationship. Respondents with low personal attitudes and values have perceived a low level of union-management relationship, 41.2% respondents who are having moderate personal attitudes and values have perceived existence of moderate as well as high level of union – management relationships, 45.8% respondents who are having high personal attitudes and values have perceived existence of moderate level of relationship based on trust and co-operation.

❖ 53.8% respondents who are having low personal attitudes and values have perceived existence of moderate level of trust and transparency, 47.1% respondents who are having moderate personal attitudes and values have perceived existence of moderate level of trust and transparency, 37.5% respondents who are having high personal

attitudes and values have perceived existence of moderate level of trust and transparency which would result in healthy industrial relations.

❖ 50.0% respondents having low personal attitudes and values have perceived existence of moderate level of external factors affecting industrial relations, 51.0% respondents who are having moderate personal attitudes and values have perceived existence of high level that external factors do not affect industrial relations, respondents with high personal attitudes and values have perceived that to a high extent that external factors do not affect industrial relations.

❖ 44.0% respondents with low leadership have perceived moderate level of positive discipline, 56.0% respondents with moderate leadership have perceived existence of moderate level of positive discipline, 53.8% respondents who are having high leadership have perceived existence of moderate level of positive discipline.

❖ The study establishes that a significant relationship exists between leadership and labour peace. Respondents with low leadership have perceived moderate level of labor peace, 38.0% respondents who are having moderate leadership have perceived existence of moderate as well as high level of labour peace with regard to intra and inter union rivalry, 46.2% respondents who are having high leadership have perceived existence of moderate level of labour peace.

❖ 40.0% respondents who are having low leadership have perceived existence of low level of industrial peace, 40.0% respondents who are having moderate leadership have perceived a high degree of industrial peace, 42.3% respondents who are having high leadership have perceived industrial peace differently at high level.

❖ 44.0% respondents who are having low leadership have perceived existence of low level of collective bargaining, 56.0% respondents with moderate leadership have perceived existence of moderate level of collective bargaining, 38.5% respondents who are having high leadership have perceived existence of low as well as moderate level of collective bargaining.

❖ The data indicates that 44.0% respondents who are having low leadership have perceived commitment to production at low level, 42.0% respondents who are having moderate leadership have perceived existence of high level of commitment to the production, 42.3% respondents who are having high leadership have perceived existence of moderate level of commitment to the production.

❖ The data indicates that 44.0% respondents who are having low leadership have perceived existence of low level of union-management relationships, 44.0% respondents who are having moderate leadership have perceived existence of moderate level of union management relationships, 38.5% respondents who are having high leadership have perceived existence of moderate level of union-management relations.

❖ The study establishes a significant relationship between leadership of the respondents and trust and transparency. 48.0% respondents who are having low leadership have perceived moderate level of trust and transparency, 52.0% respondents who are having moderate leadership have perceived existence of moderate level of trust and transparency\, 34.6% respondents who are having high leadership have perceived existence of low as well as moderate degree of trust and transparency.

❖ 40.0% respondents with low leadership have perceived existence of high extent that external factors not affecting industrial relations,

48.0% respondents with moderate leadership have perceived that external factors do not affect industrial relations to a high degree, 38.5% respondents with high leadership have perceived existence of moderate as well as high level of external factors do not affect industrial relations.

❖ 50.0% respondents with low participative leadership have perceived existence of low as well as high level of positive discipline, 100.0% respondents with moderate participative leadership have perceived existence of moderate level of positive discipline, 53.1% respondents with high participative leadership have perceived moderate level of positive discipline.

❖ 50.0% respondents who are having low participative leadership have perceived existence of moderate as well as high level of labour peace, 100.0% respondents who are having moderate participative leadership have perceived existence of moderate level of intensity of agitation, 43.9% respondents who are having high participative leadership have perceived existence of moderate level of industrial peace.

❖ Furthermore, the study indicates that respondents with low participative leadership have perceived low as well as high level of industrial peace, 100.0% respondents who are having moderate participative leadership have perceived existence of low level of industrial peace, 37.8% respondents having high participative leadership have perceived existence of high level of industrial peace and maintain high degree of restraint and do not resort to strikes or lay-off or lock-outs.

❖ The data indicates that respondents with low participative leadership have perceived existence of low as well as moderate level of collective bargaining, 100.0% respondents who are having moderate

participative leadership have perceived existence of low level of Collective Bargaining Methods, 48.0% respondents who are having high participative leadership have perceived existence of moderate level of Collective Bargaining.

❖ 50.0% respondents who are having low participative leadership have perceived existence of low as well as high level of commitment to production and a restraint is followed by not attacking production, 100.0% respondents who are having moderate participative leadership have perceived existence of moderate degree of commitment to the production, 38.8% respondents who are having high participative leadership have perceived existence of moderate level of commitment to the production and favouring rational up gradation of production technology.

❖ Respondents who are having low participative leadership have perceived existence of moderate as well as high level of union-management relations, 100.0% respondents who are having moderate participative leadership have perceived existence of low level of union-management relationship, 41.8% respondents who are having high participative leadership have perceived existence of moderate level of union-management relations.

❖ 50.0% respondents with low participative leadership have perceived existence of low as well as moderate level of trust and transparency, 100.0% respondents with moderate participative leadership have perceived moderate level of trust and transparency, 46.9% respondents with high participative leadership have perceived existence of moderate level of trust and transparency.

❖ Furthermore, the study indicates 50.0% respondents with low participative leadership have perceived existence of moderate as well

as high degree of external factors affecting industrial relations, 100.0% respondents with moderate participative leadership have perceived existence of low degree of external factors affecting industrial relations, 43.9% respondents with high participative leadership have perceived existence of high degree of external factors not affecting industrial relations.

❖ 57.7% respondents with low authoritative leadership have perceived existence of moderate level of positive discipline, 51.6% respondents with moderate authoritative leadership have perceived existence of moderate level of positive discipline, 50.0% respondents with high authoritative leadership have perceived existence of moderate level of positive discipline.

❖ 46.2% respondents with low authoritative leadership have perceived existence of moderate degree of restraint is practiced regarding to intensity of agitation by the union, 41.9% respondents with moderate authoritative leadership have perceived existence of moderate degree of labour peace, 45.5% respondents with high authoritative leadership have perceived existence of moderate level of industrial labour peace.

❖ 38.5% respondents with low authoritative leadership have perceived existence of moderate as well as high level of industrial peace, 48.4% respondents with moderate authoritative leadership have perceived existence of industrial peace at high level, 38.6% respondents with high authoritative leadership have perceived existence of low level of industrial peace.

❖ 50.0% respondents with low authoritative leadership have perceived existence of moderate level use of collective bargaining methods, 54.8% respondents with moderate authoritative leadership have perceived existence of moderate level of collective bargaining methods

to settle various issues and conflicts, 38.6% respondents with high authoritative leadership have perceived existence of low as well as moderate level use of collective bargaining methods.

❖ 46.2% respondents with low authoritative leadership have perceived existence of high level of commitment to the production and favouring rational upgrading of production technology, 35.5% respondents with moderate authoritative leadership have perceived existence of low level of commitment to production, 45.5% respondents with high authoritative leadership have perceived existence of moderate degree of commitment to production.

❖ 46.2% respondents with low authoritative leadership have perceived existence of moderate level of union-management relations, 41.9% respondents with moderate authoritative leadership have perceived existence of low level of union-management relations, 45.5% respondents with high authoritative leadership have perceived existence of moderate level of union-management relations.

❖ 46.2% respondents with low authoritative leadership have perceived existence of moderate level of trust and transparency, 48.4% respondents with moderate authoritative leadership have perceived existence of moderate level of trust and transparency, 45.5% respondents with high authoritative leadership have perceived existence of moderate level of trust and transparency.

❖ 57.7% respondents with low authoritative leadership have perceived existence of high degree of external factors do not affect industrial relations, 38.7% respondents with moderate authoritative leadership have perceived existence of moderate as well as high degree of external factors do not affect industrial relations, 40.9% respondents

with high authoritative leadership have perceived existence of moderate degree of external factors do not affect industrial relations.

❖ 50.0% respondents with low Nurturant leadership have perceived existence of moderate level of positive discipline, 47.4% respondents with moderate Nurturant leadership have perceived existence of moderate level of positive discipline, 54.4% respondents with high Nurturant leadership have perceived existence of moderate level of positive discipline.

❖ 42.9% respondents with low Nurturant leadership have perceived existence of moderate as well as high level of labour peace, 52.6% respondents with moderate nurturant leadership have perceived existence of moderate level of labour peace, 42.6% respondents with high Nurturant leadership have perceived existence of moderate level of labour peace.

❖ 35.7% respondents with low Nurturant leadership have perceived existence of moderate as well as high level of industrial peace, 47.4% respondents with moderate Nurturant leadership have perceived existence of low degree of industial peace, 39.7% respondents with high Nurturant leadership have perceived existence of high level of industrial relations where both parties adopt a constructive approach in addressing various issues.

❖ 42.9% respondents with low Nurturant leadership have perceived existence of moderate level of collective bargaining, 47.4% respondents with moderate Nurturant leadership have perceived existence of moderate level of collective bargaining, 47.1% respondents with high Nurturant leadership have perceived existence of moderate level of collective bargaining in resolving the conflicts.

❖ The data indicates that 42.9% respondents with low Nurturant leadership have perceived moderate degree of commitment to production, 52.6% respondents with moderate Nurturant leadership have perceived low degree of commitment production and do not resort to strikes for settling various issues, 39.7% respondents who are having high Nurturant leadership have perceived existence of moderate degree of commitment to the production.

❖ 50.0% respondents with low Nurturant leadership have perceived existence of high level of union-management relationship, 52.6% respondents with moderate Nurturant leadership have perceived existence of moderate level of union-management relationship, 39.7% respondents with high Nurturant leadership have perceived existence of moderate level of cordial relationships.

❖ 42.9% respondents with low- Nurturant leadership have perceived existence of high level of trust and transparency, 47.4% respondents with moderate Nurturant leadership have perceived existence of moderate level of trust and transparency, 48.5% respondents with high Nurturant leadership have perceived existence of moderate level of trust and transparency between the management, union and the workers.

❖ 57.1% respondents with low Nurturant leadership have perceived that to a high degree external factors do not affect industrial relations, 36.8% respondents with moderate Nurturant leadership have perceived existence of low as well as moderate degree of external factors do not affect industrial relations, 45.6% respondents with high Nurturant leadership have perceived existence of that to a high degree the external factors do not affect industrial relations.

❖ 55.6% respondents with low P+A+N leadership have perceived existence of low level of positive discipline, 77.8% respondents with moderate P+A+N leadership have perceived moderate level of positive discipline, respondents with high P+A+N leadership have perceived existence of moderate level of positive discipline.

❖ The data indicates that 77.8% respondents with low P+A+N leadership have perceived existence of moderate degree of labour peace, 55.6% respondents with moderate P+A+N leadership have perceived moderate degree of labor peace, 39.8% respondents with high P+A+N leadership have perceived existence of moderate degree of labour peace.

❖ 66.7% respondents with low P+A+N leadership have perceived existence of low degree of industrial peace, 44.4% respondents with moderate P+A+N leadership have perceived existence of moderate degree of industrial peace, 42.2% respondents with high P+A+N leadership have perceived existence of high degree of industrial peace prevails.

❖ 44.4% respondents with low P+A+N leadership have perceived existence of low as well as moderate degree of collective bargaining, 55.6% respondents with moderate P+A+N leadership have perceived existence of moderate level of collective bargaining, 45.8% respondents with high P+A+N leadership have perceived existence of moderate level of use of collective bargaining methods.

❖ 55.6% respondents with low P+A+N leadership have perceived existence of low degree of commitment to the production, 55.6% respondents with moderate P+A+N leadership have perceived existence of moderate degree of commitment to production, 36.1%

respondents with high P+A+N leadership have perceived existence of moderate as well as high degree of commitment to production.

❖ 44.4% respondents with low P+A+N leadership have perceived existence of low as well as moderate level of union-management relations, 66.7% respondents with moderate P+A+N leadership have perceived existence of moderate level of union-management relations, 38.6% respondents with high P+A+N leadership have perceived existence of moderate level of union-management relations.

❖ 55.6% respondents with low P+A+N leadership have perceived existence of moderate level of trust and transparency, 44.4% respondents with moderate P+A+N leadership have perceived existence of moderate level of trust and transparency between union and management and workers, 45.8% respondents with high P+A+N leadership have perceived existence of moderate level of trust and transparency.

❖ 44.4% respondents with low P+A+N leadership have perceived existence of moderate degree the external factors do not affect industrial relations, 33.3% respondents with moderate P+A+N leadership have perceived existence of external factors not affecting industrial relations at low, moderate as well as high level respectively, 45.8% respondents with high P+A+N leadership have perceived that to a high degree the external factors do not affect industrial relations.

❖ 46.6% respondents with low Bureaucratic leadership have perceived moderate degree of positive discipline, 66.7% respondents with moderate Bureaucratic leadership have perceived positive discipline at moderate level, 56.0% respondents with high Bureaucratic leadership have perceived existence of moderate degree of positive discipline.

❖ 41.4% respondents with low Bureaucratic leadership have perceived existence of moderate degree of labour peace, 50.0% respondents with moderate bureaucratic leadership have perceived existence of moderate level of industrial peace, 48.0% respondents with high bureaucratic leadership have perceived moderate level of labour peace.

❖ 36.2% respondents with low Bureaucratic leadership have perceived existence of low as well as high degree of industrial peace, 38.9% respondents with moderate bureaucratic leadership have perceived existence of moderate level of industrial peace, 48.0% respondents with high Bureaucratic leadership have perceived existence of high level of industrial peace in the organizations.

❖ 44.8% respondents with low Bureaucratic leadership have perceived existence of moderate level of collective bargaining, 50.0% respondents with moderate bureaucratic leadership have perceived existence of use of moderate level of collective bargaining methods, 48.0% respondents with high Bureaucratic leadership have perceived a moderate level use of collective bargaining methods.

❖ 37.9% respondents with low bureaucratic leadership have perceived existence of moderate degree of commitment to production, 44.4% respondents with moderate bureaucratic leadership have perceived that to a low degree of use not attacking production to settle their demands, 44.0% respondents with high bureaucratic leadership have perceived existence of moderate degree of commitment to the production.

❖ 37.9% respondents with low bureaucratic leadership have perceived existence of low level of union-management relations, 55.6% respondents with moderate bureaucratic leadership have perceived

existence of moderate level of union-management relations, 48.0% respondents with high bureaucratic leadership have perceived existence of moderate level of union-management relationships.

❖ The data indicates that 43.1% respondents with low bureaucratic leadership have perceived existence of moderate level of trust and transparency, 61.1% respondents with moderate bureaucratic leadership have perceived existence of moderate level of trust and transparency between management, union and workers, 44.0% respondents with high bureaucratic leadership have perceived existence of moderate level of trust and transparency for better working and harmonious industrial relations.

❖ 39.7% respondents with low bureaucratic leadership have perceived existence of high degree that external factors do not have affect an industrial relations, 55.6% respondents with moderate bureaucratic leadership have perceived that to a high degree of external factors do not affect industrial relations, 44.0% respondents with high bureaucratic leadership have perceived existence of moderate as well as to a high degree the external factors do not affect industrial relations.

❖ 44.4% respondents with low Task oriented leadership have perceived existence of moderate degree of positive discipline prevails, 55.6% respondents with moderate Task oriented leadership have perceived existence of moderate degree of positive discipline, 53.8% respondents with high Task oriented leadership have perceived existence of moderate degree of positive discipline is practiced.

❖ Respondents with low Task oriented leadership have perceived labour peace at low, moderate as well as at high level, 55.6% respondents with moderate Task oriented leadership have perceived existence of

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moderate level of industrial peace and moderate level of inter and intra union rivalry, 44.6% respondents with high Task oriented leadership have perceived existence of moderate level of labour peace.

❖ 44.4% respondents with low Task oriented leadership have perceived existence of restraint of lay-off / lock-outs at high level, 50.0% respondents with moderate Task oriented leadership have perceived existence of moderate degree of industrial peace, 38.5% respondents with high Task oriented leadership have perceived existence of high level of industrial peace.

❖ 33.3% respondents with low Task oriented leadership have perceived existence of collective bargaining methods of low, moderate as well as high level respectively, 50.0% respondents with moderate Task oriented leadership have perceived low level use of collective bargaining methods to resolve various issues, 50.8% respondents with high Task oriented leadership have perceived existence of moderate level collective bargaining methods to resolve and settle various issues.

❖ 44.4% respondents with low Task oriented leadership have perceived existence of high degree of commitment to the production, 44.4% respondents with moderate Task oriented leadership have perceived commitment to production at low as well as moderate degree, 41.5% respondents with high Task oriented leadership have perceived existence of moderate degree of commitment to the production.

❖ 38.9% respondents with low Task oriented leadership have perceived existence of high level of union-management relationship, 55.6% respondents with moderate Task oriented leadership have perceived existence of moderate level of union-management relations, 40.0%

respondents with high Task   oriented leadership have perceived existence of moderate level of union-management relations.

- ❖ 38.9% respondents with low Task oriented leadership have perceived existence of trust and transparency at moderate level, 55.6% respondents with moderate Task oriented leadership have perceived existence of moderate level of trust and transparency, 46.2% respondents with high Task oriented leadership have perceived existence of moderate level of trust and transparency.

- ❖ 50.0% respondents with low Task oriented leadership perceive external forces do not affect industrial relations to a high degree, 50.0% respondents with moderate Task oriented leadership have perceived external factors do not affect industrial relations of high degree, 40.0% respondents with high Task oriented leadership have perceived that external forces do not affect industrial relations to a moderate as well as a high degree.

- ❖ The study establishes that a significant relationship exists between personal relations leadership of the respondents and positive discipline. 57.1% respondents with low personal relations leadership have perceived existence of moderate degree of positive discipline, 57.1% respondents with moderate personal relations leadership have perceived positive discipline at a moderate level, 50.0% respondents with high personal relations leadership have perceived existence of positive discipline at moderate degree.

- ❖ 57.1% respondents with low personal relations leadership have perceived existence of low degree of labour peace, 42.9% respondents with moderate personal relations leadership have perceived existence of moderate degree of labour peace, 50.0% respondents with high

personal relations leadership have perceived existence of moderate degree of labour peace.

❖ 57.1% respondents with low personal relations leadership have perceived existence of low degree of industrial peace, 42.9% respondents with moderate personal relations leadership have perceived existence of moderate degree of industrial peace, 42.4% respondents with high personal relations leadership have perceived existence of high degree of industrial peace.

❖ The study establishes a significant relations leadership between personal relationship of the respondents and collective bargaining, 50.0% respondents with low personal relations leadership have perceived existence of moderate level use of collective bargaining, 61.9% respondents with moderate personal relations leadership have perceived existence of low level of collective bargaining, 50.0% respondents with high personal relations leadership have perceived existence of moderate level use of collective bargaining methods.

❖ 51.7% respondents with low personal relations leadership have perceived existence of commitment to production at moderate level, 42.9% respondents with moderate personal relations leadership have perceived commitment to production at low degree, 37.9% respondents with high personal relations leadership have perceived commitment to production at low degree. 37.9% respondents with high personal relations leadership have perceived commitment to production at high degree.

❖ 42.9% respondents with low personal relations leadership have perceived existence of moderate level of union-management relations, 47.6% respondents with moderate personal relations leadership have perceived existence of low level of union-management relations,

40.9% respondents with high personal relations leadership have perceived existence of moderate level of union-management relations.

❖ 57.1% respondents with low personal relations leadership have perceived existence of moderate level at trust and transparency, 57.1% respondents with moderate personal relations leadership have perceived existence of moderate level of trust and transparency, 40.9% respondents with high personal relations leadership have perceived existence moderate level of trust and transparency.

❖ 42.9% respondents with low personal relations leadership have perceived existence of that external factors do not effect industrial relations to a high degree, 52.4% respondents with moderate personal relations leadership have perceived that to a high degree external factors do not affect industrial relations, 40.9% respondents with high personal relations leadership have perceived existence that to a high degree external factors do not affect industrial relations.

❖ The study signifies that T-test is significant. Therefore both the groups chemical and engineering differ significantly from each other with reference to HRD competencies and the mean of both the group is 183.25 and 208.65 respectively.

❖ The study establishes that T-test is significant. Therefore both the groups differ significantly from each other with reference to leadership score, the mean of both the group is 16.75 and 19.41 respectively.

❖ Analysis of the study indicates existence of significant relationship between chemical and engineering groups. The T-test differ significantly from each other with reference to HRD professional knowledge and the mean value is 73.00 and 83.49 respectively.

* Analysis of the study indicates that T-test is significant. Therefore both the groups i.e chemical and engineering groups differ significantly from each other with reference to personal attitudes and values. The mean value of both the groups is 58.11 and 65.05 respectively.

* The study establishes that T-test is significant. Hence both the groups i.e. chemical and engineering differ significantly from each other with reference to HRD competencies score. The mean value of both the group is 183.25 and 208.35 respectively.

* The study establishes that T-test is significant. Hence both the groups i.e. chemical and engineering differ significantly from each other with reference to HRD activities / task score. The mean value of data the score is 125.61 and 154.89 respectively.

* Furthermore, the study establishes that T-test is significant. Hence both the groups with MSW/MLW/MA-SW and BA/MA/MSC/MBA differ significantly from each other with reference to personal attitudes and values. The mean value of both the groups with educational qualification is 79.39 and 72.38 respectively.

* The study establishes that T-test is significant. Therefore both the groups MSW/MLW/MA-SW and BA/MA/MSW/MBA differ significantly from each other with reference to HRD competencies score. The mean of both groups is 201.13 and 180.29.

* Analysis of the study indicate that T-test is significant. Therefore, both the groups MSW/MLW/MA-SW & BA/MA/MSC/MBA differ significantly from each other with reference to HRD activities. The mean value of both the groups is 146.17 and 119.64 respectively.

❖ The study indicates that T-test is significant. Therefore, both the income groups upto Rs. 16,000 and more Rs. 16,000 differ significantly from each other with reference to leadership score. The mean value at both the groups is 18.98 and 17.42 respectively.

❖ Analysis of the study indicates that T-test is significant. Hence it can be interpreted that both the groups i.e. experience upto 12 years and more than 12 years differ significantly from each other with reference to industrial relations. The mean value of both the group is 101.16 and 115.51 respectively.

❖ The study indicates that T-test is significant. Therefore both the groups with educational qualifications i.e. IRPM graduates and BA/MA/MSC/MBA differ significantly from each other with reference to Leadership score. The mean at both the groups is 16.36 and 19.17 respectively.

❖ Analysis of the study indicates that T-test is significant. Therefore, both the groups IRPM graduates and MSW/MLW/MA-SW graduates differ significantly from each other with reference to leadership score. The mean of both the groups is 16.36 and 18.72 respectively.

❖ The study indicates that T-test is significant. Therefore, both the groups i.e. IRPM and MSW/MLW/MA-SW differ significantly from each other with reference to organization effectiveness. The mean value of both the groups is 116.27 and 111.44 respectively.

❖ The T-test is significant. Therefore both the groups i.e upto 35 years and more than 35 years groups differ significantly from each other with reference to industrial relations. The mean value of both the groups is 99.58 and 117.81 respectively.

- ❖ Analysis of the study indicates that T-test is not significant. Therefore, none of the groups differ significantly from each other.

- ❖ The study establishes a significant relationship between productivity and HRD activities and Task. The T-value is significant (5.562) R^2= 0.238 and ± ratio is 30,933. Hence the whole model is significant.

- ❖ Productivity can be predicted based on data at HRD activities task and competencies scores. The t-value is significant R^2 value is 0.280 while F value is 19.050.

- ❖ Productivity can be predicted based on data of HRD activities. The study establishes that a significant relationship exists. The t-value is significant R^2 - 0.32 f value is 15,270.

- ❖ Productivity can be predicted based on data of HRD competencies and industrial relations. The t-value is significant R^2 - 0.222 and F ratio is 9.203. The study establishes that a significant relationship exists between productivity score HRD coupe tewveles and industrial relations.

- ❖ Productivity can be predicted based on data of Industrial relations score, HRD professional relations score, HRD professional knowledge and personal attitudes and values. The study establishes that a significant relationship exists.

- ❖ It can be further said that productivity, Industrial relation, and HRD professional knowledge is significant, while productivity and personal attitudes and values do not have a strong relationship. R^2 is 0.388 and F is 12.267.

- ❖ The study establishes that a significant relationship exists between productivity score based on data of industrial relations, HRD

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competencies, HRD activities task and organization effectiveness F ratio is 9.071 while R^2 0.219.

❖ The study establishes that a significant relationship exists between productivity score with organizations effectiveness, HRD competencies and industrial relations. The R^2 value is 0.221 and F ratio is 6.789.

❖ The significant relationship exists between productivity score and organization effectiveness HRD competencies and industrial relations. R^2 value is 0.077 and F value is 4.107.

❖ The study establishes that a significant relationship exists between income per month and productivity score and experience. F value is 13,541 while R^2 value is 0.222.

❖ A significant relationship exists between income per month and industrial relations, organization effectiveness, experience and productivity. The t value is significant R^2 value is 0.275 while F ratio is 8.82.

❖ There is a significant relationship between industrial relations and experience, productivity and leadership, the F ratio is 3.993 while R^2 value is 0.110.

CONCLUSIONS

- ❖ It can be observed that maximum number of the respondents are in the age group of 33 years.
- ❖ In terms of educational qualifications, maximum number of the respondents are having professional qualifications such as MSW/MLW/MA-SW.
- ❖ In terms of experience, the maximum number of the respondents have 10 years of work experience.
- ❖ In terms of monthly income maximum number of the respondents are having monthly income, of Rs. 15000.
- ❖ In terms of designation, maximum number of the respondents are in the officer category.
- ❖ There is no strong association between Age and HRD philosophy and liaison with top management.
- ❖ It can be concluded that Age and Creating Development Motivation in the line managers have no strong association between them.
- ❖ There is a strong association between Age and Strengthening HRD climate through HRD systems.
- ❖ There is no strong association between Age and Directing HRD efforts to goals and strategies of the organisation.
- ❖ From the findings of the study it can be concluded that there is no strong association between Age and Monitoring HRD implementation.
- ❖ It can be concluded that there is no significant association between Age and Inspiring unions and Associations.
- ❖ There is no strong association between Age and Human Process Research.
- ❖ The findings of the study indicate that there is no strong association between Age and Influencing Personnel policies.
- ❖ It findings of the study indicates that there is no strong association between Monthly income and HRD philosophy and liaison with top management.

- ❖ There is no strong association between Monthly income and Creating development motivation in line managers.

- ❖ It indicates that there is no strong association between Monthly income and strengthening HRD climate through HRD systems.

- ❖ There is no significant relationship between monthly income and directing HRD efforts to goals and strategies of the organisation.

- ❖ Analysis of the study indicates that there is no strong association between monthly income and monitoring HRD implementation.

- ❖ There is no strong association between monthly income and inspiring unions and associations.

- ❖ There is no significant association between monthly income and human process research.

- ❖ The finding shows that a significant association is not there between monthly income and influencing personnel policies.

- ❖ There is no strong association between experience and HRD philosophy and liaison with top management.

- ❖ The findings indicate that a significant relationship does not exist between experience and creating development motivation in line managers.

- ❖ There is no strong association between experience and strengthening HRD climate through HRD systems.

- ❖ Experience and directing HRD efforts to goals and strategies of the organisation does not have strong association between them.

- ❖ The findings of the study indicate that a strong association does not exist between experience and monitoring HRD implementation.

- ❖ There is no significant relationship between experience and inspiring unions and associations.

- ❖ A strong association does not exist between experience and human process research.

- ❖ There is no strong association between experience and influencing personnel policies.

- ❖ There is no significant relationship between type of organisation and HRD philosophy and liaison with top management.

- ❖ The findings indicate that there is no strong association between type of organisation and creating development motivation in line managers.

- ❖ There is no strong association between type of organisation and strengthening HRD climate through HRD systems.

- ❖ A significant relationship does not exist between the type of organisation and directing HRD efforts to goals and strategies of the organisation.

- ❖ Findings of the study indicate that there is strong association between type of organisation and HRD implementation. The respondents in engineering industry have practice to a high degree the monitoring of various HRD programmes and policies.

- ❖ There is a strong association between type of organisation and inspiring unions and associations. Respondents in the engineering industry give more importance and preference to unions, associations and their leaders and also develop them.

- ❖ A significant relationship exists between type of organisation and human process research. Respondents in engineering industries high degree of processes, while low degree of human process are practised in pharmaceutical and textile industries.

- ❖ There is no significant relationship between type of organisation and influencing personnel policies.

- ❖ The findings indicate that there is no strong association between education qualifications and HRD philosophy and liaison with top management.

- ❖ There is no strong association between education qualifications and creating development motivation in line managers of the respondents.

- ❖ There is no strong association between educational qualification and strengthening HRD climate through HRD systems of the respondents.

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❖ A significant association does not exist between educational qualifications and directing HRD efforts to goals and strategies of the organisation of the respondents.

❖ There is a strong association between educational qualification and monitoring HRD implementation of the respondents. The respondents with MSW/MLW/MA-SW practice to a great extent monitoring of various HRD systems and policies. Which is not found with IRPM and other degrees respondents. It is the professionals who do this specialized job.

❖ There is no strong association between educational qualifications and inspiring unions and associations of the respondents.

❖ A significant relationship does not exist between education qualification of respondents and human process research.

❖ There is no strong association between educational qualification of respondents and influencing personnel policies.

❖ A significant association exists between designation of the respondents and HRD philosophy and liaison with top management. Respondents who are in officer cadre to a high degree have knowledge about various HRD philosophy and liaison with top management in comparison to manager and above category.

❖ There is no strong association between designation of the respondents and creating development motivation in the line managers.

❖ There is no significant association between designation and strengthening HRD climate through HRD systems of the respondents.

❖ There is no strong association between designation of the respondents and directing HRD efforts to goals and strategies of the organisation.

❖ A strong association does not exist between designation of the respondents and monitoring HRD implementation.

❖ There is no strong association between designation of the respondents and inspiring unions and associations.

❖ There is no strong association between designation of the respondents and human process research.

- A significant association does not exist between designation of the respondents and influencing personnel policies.
- There is no strong association between age of the respondents and HRD professional knowledge.
- There is no significant association between age of the respondents and HRD professional skills.
- There is no strong association between monthly income of the respondents and HRD professional knowledge.
- A strong association does not exist between monthly income of the respondents and HRD professional skills.
- There is no strong association between monthly income of the respondents and personnel attitudes and values.
- The findings of the study indicate that there is no strong association between experience and HRD professional knowledge of the respondents.
- Experience of the respondents and HRD professional skills do not have strong association between them.
- There is no strong association between experience of the respondents and personal attitudes and values.
- A strong association does not exist between the type of the organisation and HRD professional knowledge of the respondents.
- There is a strong association between the type of the organisation and HRD professional skills of the respondents. Respondents in the engineering industry have high level of HRD professional skills compared to pharmaceutical, textile and chemical industries.
- The findings of the study indicate that there is a significant association between type of the organisation and personal attitudes and values of the respondents. Respondents in the engineering industry have high level of competencies of personal attitudes and values as compared to pharmaceutical, textile and chemical industry. The reason may be become professional attitudes of the organisation.

- There is no strong association between educational qualification of the respondents and HRD professional knowledge.
- There is no significant association between educational qualifications of the respondents and HRD professional skills.
- There is no strong association between educational qualifications of the respondents and personal attitudes and values.
- There is no significant association between designation of the respondents and HRD professional knowledge.
- There is no significant association between designation of the respondents and HRD professional skills.
- A significant association does not exist between designation of the respondents and personal attitudes and values.
- There is a strong association between age of the respondents and leadership. Respondents with the age group of 33 years practice a high level of leadership. There it can be seen that the respondents who are young in age are able to function and take up the imitativeness. The reason for this may be because of globalisation, liberalisation and because of MNC's culture.
- There is no strong association between age of the respondents and participative leadership.
- There is no significant association between age of the respondents and authoritative leadership.
- Findings of the study indicate that there is no significant association between age of the respondents and Nurturant leadership.
- There is no strong association between age of the respondents and P+A+N leadership. Respondents in the age group of 33 years have perceived existence of high level of P+A+N leadership.
- There is no strong association between age of the respondents and Bureaucratic leadership.
- The findings of the study indicate that there is no strong association between age of the respondents and task oriented leadership.

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❖ A significant association exists between age of the respondents and personal relations leadership. Respondents in the age group of 33 years have perceived existence of high level of personal relations leadership. The reason may be became the respondents in this group tend to be more friendly.

❖ There is no strong association between monthly income of the respondents and participative leadership.

❖ There is no significant association between monthly income of the respondents and Authoritative leadership.

❖ There is no strong association between monthly income of the respondents and Nurturant leadership.

❖ There is no strong association between monthly income of the respondents and P+A+N leadership.

❖ There is no significant association between monthly income and Bureaucratic leadership.

❖ There is no strong association between monthly income and task oriented leadership.

❖ A significant association does not exist between monthly income of the respondents and personal relations leadership.

❖ The findings of the study indicate that there is no strong association between experience of the respondents and participative leadership.

❖ There is no strong association between experience of the respondents and leadership.

❖ The findings of the study indicate that a significant association does not exist between experience of the respondents and authoritative leadership.

❖ A significant association does not exist between experience of the respondents and nurturant leadership.

❖ The findings of the study indicate that there is a significant association between experience of the respondents and P+A+N leadership. Respondents with 10 years of experience have perceived existence of

high level of P+A+N leadership. Respondents with this level of experience are generally Nurturant in their out look.

❖ There is no strong association between experience of the respondents and Bureaucratic leadership.

❖ A significant association does not exist between experience of the respondents and task-oriented leadership.

❖ There is a strong association between experience of the respondents and personal relations leadership. Respondents with 10 years of experience have perceived high level of personal relations leadership where they tend to go for personal favours.

❖ There is a strong association between type of the organisation and leadership of the respondents. Respondents who are in the engineering industry practice a high level of leadership as compared to pharmaceutical, textile and chemical industries.

❖ The significant relationship does not exist between type of the organisation and leadership of the respondents.

❖ Findings of the study indicate that a significant association does not exist between the type of the organisation and Authoritative leadership of the respondents.

❖ There is no strong association between the type of the organisation and Nurturant leadership.

❖ There is no strong association between type of the organisation and P+A+N leadership.

❖ The findings of the study indicate that there is a strong association between type of the organisation and Bureaucratic leadership.

❖ A significant association does not exist between type of the organisation and task- oriented leadership.

❖ There is no strong association between type of the organisation and personal relations leadership.

❖ The findings of the study indicate that a significant association does not exist between educational qualifications of the respondents and leadership.

❖ The findings of the study indicate that a significant association exist between educational qualifications of the respondents and leadership. It means that respondents with MA-SW/MLW/MSW have perceived and practiced high degree of participative leadership in comparison to other graduates.

❖ There is no strong association between educational qualifications of the respondents and Authoritative leadership.

❖ The findings of the study indicate that there is a strong association between educational qualifications of the respondents and Nurturant leadership.

❖ There is no strong association between educational qualifications of the respondents and P+A+N leadership.

❖ The study indicates that there is no strong association between educational qualifications of the respondents and Bureaucratic leadership.

❖ There is no strong association between educational qualifications of the respondents and task-oriented leadership.

❖ There is no significant relationship between educational qualifications of the respondents and personal relations leadership.

❖ There is no significant association between designation of the respondents and leadership.

❖ A significant relationship does not exist between designation of the respondents and Participative leadership.

❖ There is no strong association between designation of the respondents and Authoritative leadership.

❖ There is no strong association between designation of the respondents and Nurturant leadership.

❖ Designation of the respondents and P+A+N leadership does not have a strong association between them.

❖ The study establishes that a significant relationship exists between designation of the respondents and Bureaucratic leadership.

Respondents with the officer grade have perceived existence of high level of bureaucratic leadership.

❖ Designation of the respondents and personal relations do not have a strong association between them.

❖ The study indicate that a significant association between productivity of the respondents and HRD professional knowledge. Respondents with moderate level of productivity have perceived high degree of HRD professional knowledge about HRD philosophy, practices and systems at moderate extent.

❖ There is a strong association between productivity of the respondents and HRD professional skills. Respondents with moderate level of productivity have perceived to a high extent HRD professional knowledge regarding HRD policies and practices at moderate level.

❖ There is a strong association between productivity of the employees and personal attitudes and values. Respondents with moderate productivity have perceived moderate level of personal attitudes and values such as sense of fairness, faith in people to a moderate extent.

❖ There is a strong association between HRD professional knowledge of the respondents and Consensus. Respondents with moderate HRD professional knowledge have perceived consensus, uniformity in the perception at a moderate level.

❖ There is a strong association between HRD professional knowledge of the respondents and Legitimization. Respondents with moderate HRD professional knowledge have perceived existence of high degree of Legitimization to a moderate extent.

❖ There is no strong association between HRD professional knowledge of the respondents and need for independence.

❖ There is no strong association between HRD professional knowledge of the respondents and self-control towards their job without managerial control to a moderate extent.

❖ There is no strong association between HRD professional knowledge of the respondents and job involvement.

- The study indicates that a significant relationship between HRD professional knowledge of the respondents and innovation. Respondents with moderate level of HRD professional knowledge have perceived creativity in their job at moderate level.

- There is a strong association between HRD professional knowledge of the respondents and organisation commitment. Respondents with moderate HRD professional knowledge have perceived existence of moderate degree of organisation commitment wherein the respondents favours a rational up gradation of technology and do not resort to strikes to settle their demands.

- There is no strong association between HRD professional knowledge of the respondents and organisation attachment.

- The study indicates that there is no significant association between HRD professional knowledge of the respondents and job satisfaction.

- There is no strong association between HRD professional knowledge of the respondents and job satisfaction – work as whole.

- HRD professional knowledge of the respondents and job satisfaction organisation as a whole do not have a strong association between them.

- There is a strong association between HRD professional skills of the respondents and consensus. Respondents with moderate HRD professional skills have perceived existence of low level of uniformity in perception amongst them.

- The study indicates that a significant association exists between HRD professional skills of the respondents and Legitimization. Respondents with moderate HRD professional skills perceive superiors right to exercise control at low level.

- There is no strong association between HRD professional skills of the respondents and need for independence.

- The findings of the study indicate that there is a significant association between HRD professional skills of the respondents and self-control. Respondents with moderate HRD professional skills have perceived

that they can take their responsibility on their own without managerial control at moderate level.

❖ There is no strong association between HRD professional skills of the respondents and job involvement.

❖ There is a strong association between HRD professional skills of the employees and innovation. Respondents with moderate HRD professional skills have perceived the existence of creativity at the job at low level.

❖ There is no strong association between HRD professional skills of the respondents and organisation commitment.

❖ There is a significant relationship between HRD professional skills of the respondents and organisation attachment. Respondents with moderate HRD professional skills have perceived existence of moderate level of care and prosperity of the organisation and feeling and identification with the organisation.

❖ The study indicates that a significant association does not exist between HRD professional skills of the respondents and job satisfaction.

❖ There is no strong association between HRD professional skills of the respondents and job satisfaction work as whole.

❖ There is no strong association between HRD professional skills of the respondents and job satisfaction organisation as a whole.

❖ Personal attitudes and values of the respondents and consensus have a significant association between them. Respondents with moderate personal attitudes and values have perceived uniformity in their perception at moderate level.

❖ There is no strong association between personal attitudes and values of the respondents and Legitimization.

❖ The study indicates that a significant association does not exist between personal attitudes and values of the respondents and need for independence.

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❖ Personal attitudes and values of the respondents and self-control have a strong association between them. Respondents with moderate personal attitudes and values have perceived responsibility of their job at moderate level without managerial control.

❖ There is a strong association between personal attitudes and values of the respondents and job involvement. Respondents with moderate personal attitudes and values have identified psychologically to his total self-image at moderate level.

❖ There is a strong association between personal attitudes and values of the respondents and innovation. Respondents with moderate personal attitudes and values have perceived use of creativity and creative ideas at low level at their workplace.

❖ There is a strong association between personal attitudes and values of the respondents and organisation commitment. Respondents with moderate personal attitudes and values to a great extent resort to unfair labour practices and strikes and do not hamper production to settle their demands.

❖ There is no strong association between personal attitudes and values of the respondents and organisation attachment.

❖ A significant association does not exist between personal attitudes and values of the respondents and job satisfaction.

❖ A significant relationship does not exist between personal attitudes and values of the respondents and job satisfaction work as a whole.

❖ There is a strong association between personal attitudes and values of the respondents and job satisfaction organisation as a whole. Respondents with moderate personal attitudes and values have positive attitude towards the work at moderate level.

❖ There is no strong association between HRD professional knowledge of the respondents and positive discipline.

❖ The study indicates that a strong association does not exist between HRD professional knowledge labour peace.

- HRD professional knowledge of the respondents and industrial peace has a strong association between them. Respondents with moderate HRD professional knowledge have perceived that to a moderate degree the industrial peace prevails.

- There is no strong association between HRD professional knowledge of the respondents and collective bargaining.

- There is a strong association between HRD professional knowledge of the respondents and commitment to the production. Respondents with moderate HRD professional knowledge have perceived that there is moderate commitment to the production where the employees do not strike production to meet their demands.

- There is no strong association between HRD professional knowledge of the respondents and union – management relations.

- The study indicates that there is no strong association between HRD professional knowledge of the respondents and trust and transparency.

- Respondents with HRD professional knowledge do not have a strong association between them.

- There is no strong association between HRD professional skills of the respondents and positive discipline.

- HRD professional skills of the respondents and labour peace do not have a strong association between them.

- The study indicates that a significant association exists between HRD professional skills of the respondents and industrial peace. Respondents with moderate HRD professional skills have perceived that the management and union do not resort to lay-off and strike to a moderate extent.

- There is no strong association between HRD professional skills of the respondents and collective bargaining.

- It indicates that a strong association does not exist between HRD professional skills of the employees and commitment to the production.

❖ There is no strong association between HRD professional skills of the employees and union management relationships.

❖ The study indicates that a significant association does not exist between HRD professional skills of the employees and trust and transparency.

❖ There is no strong association between HRD professional skills of the employees and external forces.

❖ There is a strong association between personal attitudes and values of the respondents and positive discipline. Respondents with moderate personal attitudes and values have perceived that management practices restraint in following a positive approach in establishing discipline and discourages autocratic supervision and the role of the union in discouraging indiscipline at a moderate extent.

❖ There is a strong association between personal attitudes and values of the respondents and labour peace. Respondents with moderate personal attitudes and values have perceived that the existence of union rivalry, the frequency and intensity of agitation by the union and the restraint practiced by the union in auditing hostile reactions at moderate level.

❖ There is no strong association between personal attitudes and values of the respondents and industrial peace.

❖ There is a strong association between personal attitudes and values of the respondents and collective bargaining, the respondents with moderate personal attitudes and values have perceived use of collective bargaining methods to resolve various issues and conflicts at moderate level.

❖ There is a strong association between personal attitudes and values of the respondents and commitment to the production. Respondents with moderate personal attitudes and values have perceived that the restraint is being practiced by union by not attacking production to settle their demands at moderate level.

- ❖ The study indicates that a significant relationship exists between personal attitudes and values of the respondents and union management relations. Respondents with moderate personal attitudes and values have perceived cordial relationships between union and management at moderate as well as to a high extent.

- ❖ There is no strong association between personal attitudes and values of the respondents and trust and transparency.

- ❖ The findings of the study indicate that there is no significant relationship between personal attitudes and values of the respondents and external factors.

- ❖ There is no strong association between leadership of the respondents and positive discipline.

- ❖ There is a strong association between leadership of the respondents and labour peace. Respondents with moderate leadership have perceived that the existence of union rivalry, the frequency and agitation by the union and restraint practised by union is at moderate as well as at high level.

- ❖ There is no strong association between leadership of the respondents and industrial peace.

- ❖ The study indicates that a significant relationship does not exist between leadership of the respondents and collective bargaining.

- ❖ There is no strong association between leadership of the respondents and commitment to the production.

- ❖ Leadership of the respondents and union – management relationships do not have a strong association between them.

- ❖ There is a strong association between leadership of the respondents and trust and transparency. Respondents with moderate leadership have perceived that trust and transparency between union, management and workers at moderate level. Trust and transparency plays a very important role in maintaining harmonious industrial relations.

- ❖ There is no strong association between leadership of the respondents and external factors.

- ❖ A significant relationship does not exist between participative leadership and positive discipline.

- ❖ There is no strong association between participative leadership of the respondents and labour peace.

- ❖ The study indicates that a significant relationship does not exist between participative leadership of the respondents and industrial peace.

- ❖ There is no strong association between participative leadership of the respondents and collective bargaining.

- ❖ The findings of the study indicate that a significant association does not exist between participative leadership of the respondents and commitment to the production.

- ❖ There is no strong association between participative leadership of the respondents and union management relations.

- ❖ There is no significant relationship between participative leadership of the respondents and trust and transparency.

- ❖ It indicates that a significant association does not exist between participative leadership of the respondents and external factors.

- ❖ There is no strong association between Authoritative leadership of the respondents and positive discipline.

- ❖ The study indicates that a significant relationship does not exist between Authoritative leadership of the respondents and labour peace.

- ❖ There is no strong association between Authoritative leadership of the respondents and industrial peace.

- ❖ A significant relationship does not exist between Authoritative leadership of the respondents and collective bargaining.

- ❖ There is no strong association between Authoritative leadership of the respondents and commitment to production.

- ❖ There is no significant relationship between Authoritative leadership of the respondents and union – management relations.

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❖ There is no strong association between Authoritative leadership of the respondents and trust and transparency.

❖ There is no strong association between Authoritative leadership of the respondents and external factors.

❖ The study indicates that a significant association does not exist between Nurturant leadership of the respondents and positive discipline.

❖ There is no strong association between Nurturant leadership of the respondents and labour peace.

❖ The finding of the study indicates that there is no strong association between Nurturant leadership of the respondents and industrial peace.

❖ There is no strong association between Nurturant leadership and collective bargaining of the respondents.

❖ The significant relationship does not exist between Nurtrunt leadership of the respondents and commitment to the production.

❖ There is no strong association between Nurturant leadership of the respondents and union – management relations.

❖ It can be concluded that a strong association between Nurturant leadership of the respondents and trust and transparency between union, management and workers.

❖ There is no strong association between Nurturant leadership of the respondents and external factors.

❖ A significant relationship does not exist between P+A+N leadership and positive discipline.

❖ The finding of the study indicates that a significant relationship does not exist between P+A+N leadership of the respondents and labour peace.

❖ There is no strong association between P+A+N leadership of the respondents and industrial peace.

❖ There is no significant relationship between P+A+N leadership and type of respondent and collective bargaining.

❖ There is no strong association between P+A+N leadership of the respondents and commitment to the production.

❖ The study establishes that a significant relationship does not exist between P+A+N leadership of the respondents and union management relations.

❖ The study indicates that a significant relationship does not exist between P+A+N leadership of the respondents and trust and transparency.

❖ The finding of the study indicates that a significant relationship does not exist between P+A+N leadership of the respondents and external factors.

❖ There is no strong association between bureaucratic leadership of the respondents and positive discipline.

❖ The study establishes that a significant relationship does not exist between bureaucratic leadership of the respondents and labour peace.

❖ There is no strong association between bureaucratic leadership of the respondents and industrial peace.

❖ A significant relationship does not exist between bureaucratic leadership of the respondents and collective bargaining.

❖ The study concluded that bureaucratic leadership of the respondents and commitment to production do not have a strong association between them.

❖ From the findings of this study it can be concluded that bureaucratic leadership of the respondents and union – management relations do not have a strong association between them.

❖ There is no strong association between bureaucratic leadership of the respondents and trust and transparency.

❖ From the findings of this study it can be concluded that there is no strong association between bureaucratic leadership and external factors.

❖ It can be concluded that there is no strong association between task-oriented leadership of the respondent and positive discipline.

- There is no significant relationship between task-oriented leadership of the respondent and labour peace.
- A significant relationship does not exist between task-oriented leadership of the respondent and industrial peace.
- There is no strong association between task-oriented leadership type of the respondent and collective bargaining.
- The study establishes that a significant relationship does not exist between task-oriented leadership and commitment to the production.
- There is no strong association between task-oriented leadership and union – management relations.
- There is no strong association between task-oriented leadership type and trust and transparency.
- From the findings of this study it can be concluded that a strong association does not exist between task-oriented leadership type and external factors.
- There is a strong association between personal relations leadership type and positive discipline. Respondents with high personal relations leadership type are significantly related that existence of union rivalry, frequency and intensity of the agitations by the union and restraint practised by the union in availing hostile reaction are at high level.
- There is no strong association between personal relations leadership and labour peace.
- From the findings of the study it can be concluded that personal relations leadership type and industrial peace do not have a strong association between them.
- There is no strong association between personal relations leadership type and collective bargaining. Respondents with high personal relations leadership type have perceived that use at collective bargaining methods to resolve various issues is at moderate level.
- There is no strong association between personal relations leadership type and commitment to the production.

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- The study establishes that a significant relationship does not exist between personal relations leadership and union – management relations.
- There is no strong association between personal relations leadership and trust and transparency.
- It can be concluded that there is no strong association between personal relations leadership and external factors affecting industrial relations.
- T-test is significant. Hence both the groups i.e. chemical and engineering groups differ from each other significantly with reference to HRD competences score.
- The T-test is significant. Hence both the groups chemical and engineering differ significantly from each other with reference to leadership score.
- The T-test is significant. Hence both the groups i.e. chemical and engineering groups differ significantly from each other with reference to HRD professional knowledge.
- The T-test is significant. Hence both the groups i.e. chemical and engineering groups differ significantly from each other with reference to personal attitudes and values.
- The T-test is significant. Hence both the groups i.e. chemical and engineering groups differ significantly from each other with reference to HRD competencies score.
- The T-test is significant. Hence both the groups i.e. chemical and engineering groups differ significantly from each other with reference to HRD activities.
- The T-test is significant. Hence both the groups MSW/MLW/MA-SW and BA/MA/MSc/MBA differ significantly from each other with reference to personal attitudes and values.
- The T-test is significant. Hence both the groups MSW/MLW/MA-SW and BA/MA/MSc/MBA differ significantly from each other with reference to HRD competencies score.

❖ The T-test is significant. Hence both the groups MSW/MLW/MA-SW and BA/MA/MSc/MBA differ significantly from each other with reference to HRD activities.

❖ T-test is significant. Hence both the groups i.e. up to Rs.16000 and Rs.16000 and above differ significantly from each other with reference to Leadership score.

❖ The T-test is significant. Hence both the groups experience up to 12 years and more than 12 years differ significantly from each other with reference to industrial relations.

❖ The T-test is significant. Hence both the groups i.e. IRPM and BA/MA/MSc/MBA differ significantly from each other with reference to Leadership.

❖ The T-test is significant. Hence both the groups i.e. IRPM and MSW/MLW/MA-SW differ significantly from each other with reference to organisation effectiveness.

❖ The T-test is significant. Hence both the groups i.e. 35 years and more than 35 years differ significantly from each other with reference to industrial relations.

❖ The T-test is not significant. Hence it can be interpreted that none of the groups differ significantly.

❖ Productivity score can be predicted based on data of HRD activities task. The T-value is significant at 0.01 level of confidence. While R^2 and I ratio is also significant. Hence as there is any change in HRD activities there would be a change in productivity score.

❖ Productivity score can be predicted based on data of HRD activities task and competencies score. The T-value is significant. While R^2 and F-value is also significant. Hence model 2 is significant.

❖ Productivity score can be predicted based on data of HRD activities task, HRD competencies score and industrial relations. The T-value is significant. While R^2 and F ratio is also significant.

❖ Productivity score can be predicted based on data of HRD competencies and industrial relations. The T-value, R^2, and F ratio is not significant.

❖ Productivity score can be predicted based on data of industrial relations, HRD professional knowledge and personal attitudes and values. The T-value, F and R^2 are significant.

❖ Productivity can be predicted based on data of industrial relations, HRD competences, HRD activities / task and organisation effectiveness. The t-value, F – ratio and R^2 is highly significant.

❖ Productivity can be predicted based on data of organisation effectiveness, HRD competencies and industrial relations. The t-value, F-ratio and R^2 is significant. Strong relationship exists between productivity and industrial relations and HRD competencies, while productivity and organisation effectiveness is inversely correlated.

❖ Productivity can be predicted based on data of organisation effectiveness, HRD competencies and industrial relations. Productivity and organisation effectiveness are inversely correlated. The t-value, R^2 and F-ratio are significant.

❖ Income per month can be predicted based on data of productivity score and experience. The t-value, R^2 and F-ratio are significant.

❖ Income per month can be predicted based on data of industrial relations, organisation effectiveness and productivity. Productivity, organisation effectiveness, industrial relations are positively correlated. The t-value, R^2 and F-ratio are significant.

❖ Industrial relations can be predicted based on data of experience, productivity and leadership. The t-value, F-ratio and R^2 is significant.

SUGGESTIONS

1. The human resource department should convey the organizational goals to every employee in terms of its objectives, vision and mission, the target, which it has to achieve.

2. The human resource department should link appraisal and compensation to the corporate objectives, it should be according to the goals, objectives and mission and vision of the organization and on it's achievement should give the compensation.

3. The human resource department should meet the company's and individual's training needs and should be according to the strength and weakness of the employee, see his needs through training to develop his skills etc.

4. The human resource department should disseminates information down the ranks i.e. whatever the information the top management gets regarding the information, new technology etc. should be given to the employees all at the shop floor level.

5. The human resource department should get feedback on its performance from other employees i.e. about the functioning of HRD department, whether it performs the proper roles, designs systems properly or not.

6. Human resource practices should be audited, their costs should be computed and their effectiveness should be evaluated and know about how for human resource practices has helped in flourishing the organization and whether it is needed or not.

7. The structure of human resource department should be effective in delivering competent services.

8. Human resource managers should have sufficient power to suggest strategic initiatives to top management give suggestions for innovations and whatever they say it should be implemented i.e. they should be empowered.

9. The performance of HR department and of the organization should be linked it should not be compartmentalized.

10. HR issues should be discussed explicitly when strategic plans are formulated, when corporate goals are set the HR issues should be kept in mind.

11. The human resource department should represent in strategy building sessions of the top management.

12. The head of HR department should be always accessible to all employees.

13. The human resource department should plan the company's manpower needs proactively.

14. In the organization all human process issues should be closely linked to every other business process.

15. The human resource department should have knowledge of behavioural sciences and industrial psychology, especially job enrichment, job anxiety, O.R.S., job morale, job effectiveness, human engineering and O.D. strategies.

To identify an organization progress, the organization should be well versed with the following:

1. **Awareness:**
   a. Directive Leadership
   b. Vision Creation
   c. Process audit
   d. Determine process requirements
   e. Determine equipment requirements
   f. Educate quality concepts
   g. Communicate the need

2. **Involvement:**
   a. Coaching leadership
   b. Develop a support structure
   c. Develop a mission

d. Determine asset requirements

e. Review process capabilities

f. Develop training

g. Conceive a quality environment

h. Communicate the vision

3. Commitment:

a. Participative Leadership

b. Demonstrate commitment

c. Develop goals

d. Promote change

e. Develop teams

f. Develop recognition

g. Solve problems

h. Implement suggestions

i. Energise quality environment

4. Ownership:

a. Delegatory Leadership

b. Empower workforce

c. Encourage team improvements

d. Recognise achievements

e. Reward success

f. Share benefits

It is evident from this list that route of TQM is replete with HR processes. Bowen and Lawler argue for redesigning the complete HRM department to fit the following major TQM principles and create what they call Total Quality Oriented Human Resources Managements (TQHM):

1. Quality work the first time. The HR executives must insist on and support their staff by giving their time needed to "do it night the first time" even when line managers are pressing for a quick fix.

For Effective HRD Functioning one should follow the given model

	Personal Mastery	Mental Models	Building Shared Vision	Team Learning	System Thinking
Essences	• Being • Generativeness • Connectedness	• Love of Truth • Openness	• Commonality of purpose	• Collective Intelligence	• Holism • Inter Connectedness • Structure influences behaviour
Principles	• Vision • Creative Tension as Emotional Tension • Subconscious	• Espoused theory vs Theory-in-use • Ladder of inference • Balance inquiry and advocacy	• Shared vision as hologram • Commitment vs compliance	• Dialogs • Integrate dialogue and discussion • Defensive routines	• Structure influences behaviour • Policy resistance • Leverage
Practices	• Clarifying personal vision • Holding creative tension • Making choices	• Distinguishing data from abstractions based on data • Testing assumptions • Left-hand column	• Visioning process • Acknowledging current reality	• Suspending assumptions • Acting as colleagues • Surfacing own defensiveness • Pratising	• System archetypes • Simulation

2. Focus on the customer. The HRD programmes should be more service-oriented and less production-oriented in the sense that they should not be driven by their own internal technologies but put ideas by customer needs.

3. Strategic holistic approach to quality improvement may require changes in mission, structure, job design, management practices and every other facet of the HR organisation.

4. Continuous improvement as a way of life. It should be the charge of HR departments to build values and practices supporting continuous, incremental improvements in quality throughout the organisation. And that emphasis must be applied with equal face within the HR department itself.

5. Mutual respect and Teamwork. If HR is to champion such issues as employee involvement and cooperation throughout the organisation it must first champion them internally.

SYSTEM THINKING:

Learning to think about-and a language for describing and understanding – the forces and interrelationships that shape the behaviour of systems.

PERSONAL MASTERY:

Learning to expand the personal capacity to create the desired results and to create an organisational environment, which encourages all its members to develop themselves towards the goals and purposes they choose. This discipline is based on the tenet that organisations develop along with their people.

MENTAL MODELS:

Learning to reflect on, continually clarify and improve our internal pictures of the world and realizing how they shape our actions and decisions. This discipline offers the highest leverage for change since it forces people to look at the world anew. Its logic; new insights often fail to translate into practice because they conflict deeply with internally- held presumptions of how the world works.

SHARED VISION:

Learning to build a sense of commitment by developing shared images of the future we seek to create and the principles and guiding practices by which we hope to get there.

TEAM LEARNING:

Learning to transform conversational and collective thinking skills so that groups of people can reliably develop intelligence and abilities greater than the sum of the individual members' talents.

VISION OF INDIA AND HR STRATEGIES FOR 2000 AD

(A) ECONOMIC VISION:

The forecast is bright future for India.

- Klaus Schwab, President, World Economic Forum, expects India to be one of the 5 major economies of the world.

- Morgan Stanley, a merchant bank has predicted the possibility of 7% GNP growth and 40% Trade intensity, involving exports and imports of the Indian GNP by 2005.

- The Government of US, U.K., Australia and many member countries of EC have identified India as one among ten most important trade and investment partners.

- CII has propounded a vision 2010 AD of India being the 4th largest economy of the world.

- FICCI has propounded a vision 2001 of Indian exports of 100 billion dollars growing at 30% pa, from 26 billion dollars in 1994.

- Associate expects an investment of 150 billion dollars in India's infrastructure.

- Power, telecom, roads and ports in next five years.

(B) SOCIAL VISION:

- India has to move human development Index global ranking from the present 134 out of 195 countries to within the top 50.

- It has also to move up on the gender development index and gender empowerment measure.

- Be a role model of social harmony to other feudalistic, multi religious, multi ethnic, multi lingual countries.

- Ensure full literacy, the lowest possible structural unemployment minimum possible regional and other disparities.

- Preserve all traditional arts and cultural streams and also enrich them through interdependent global exchange.

(C) SPIRITUAL VISION:

- India to be a trustee, a laboratory on behalf of mankind, to synthesize the essential truths of all religions.

- Ensure the primacy of dharma, right conduct, in all walks of life-political, economic, social and personal.

- Help human beings reengineer themselves with the twin values of atmano moshartam (for one's realization) and bahujana hitaya (for good of many).

To fulfill these visions is the challenge for the professionals of HRD.

HRD CHALLENGES OF ECONOMIC VISION:

- The core challenge is for higher growth. Given the loss of about 200 years of historical time under colonization and another 40 years due to wrong economic policies with high population, India needs 20 years of 6% + price GNP growth 10% + industry growth and 25% + export growth and commensurate advances on other related parameters.

- A major challenge is to get the entire organization to articulate a shared business vision and be committed to a strategic plan to achieve the vision.

- Another challenge is to achieve quantum jumps in customer satisfaction quality and cost leadership, both to defend the domestic market against of foreign competition under WTO and to raise India's share of foreign markets.

- A fourth challenge is to develop indigenous technology and brand names, to survive and grow in a regime of IPRS.

- A further challenge is to globalize Indian mind sets to constantly seek inter-nation and inter firm comparisons and bench marking.

HRD CHALLENGES OF SOCIAL VISION:

- Raising India's HDI score requires massive, macro HRD in PQL-physical quality of life, in terms of access to food, clothing and shelter.

- QL-quality of life in access to education, health, art and culture.

- Raising GDI calls for changes in attitudes and care for the female child, her nutrition, literacy, education and economic independence.

- A major steps has been taken on papers towards GEM in the passage of 73rd and 74th constitutional amendment, on Panchayati Raj and 30% seats for women. But this poses an immense HRD challenge, in enabling millions of women representatives to play a constructive role, the male representatives to play a constructive role, the male representatives of accept their female colleagues to play a supportive role.

- Social harmony requires attitudinal changes away from various kinds of exclusive "in groups" conflicting with excluded "out groups" towards more inter-group inclusion, understanding, respect and goodwill.

- In the era of global pop art and junk foods, it is necessary to inculcate taste of aesthetics, familiarity and skills with India's magnificent variety of arts in dance, drama, painting, sculpture, architecture etc.

HRD CHALLENGES OF SPIRITUAL VISION:

- Educate adult citizens about the essential oneness of spiritual truth despite the overt differences in religions and ritual practices.

- Educate parents about their role in preserving the family as a vital mediating institution between the individuals and the society and in bringing up the children as wholesome future citizens with moral ethical vision.

- Educate those in authority in business, state, politics, NGOs and other secular institutions to provide value based leadership and models of ethical conjunct in all their internal and external dealings.

THE GRID MODEL:

Model can also be used for better HRD functioning. This model fall between five combination levels of the two scores. The grid model is used during the leadership crises. The grid model is developed by American behavioural scientists Robert Blake and Janes Mouton, and the methodology is built in 8 dimensions. The horizontal axis represents a manager's concern for production – or results, while the vertical axis plots his concern for the people he works with and the third axis measures motivation.

1,1 Shows an impoverished management style or extension of minimum effort to get required work done.

1,9 Shows a country – club management style, or thoughtful attention to the needs of people and a comfortable work tempo.

9,1 Shows an authority – complaint management style where operational efficiency comes from minimal human interference in working conditions.

5,5   Shows a middle of the road management style where adequate organizational performance is balanced with the need to maintain satisfactory morale.

9,9   Shows a high degree of team management, or work accomplishment from committed people.

THE SITUATIONAL MODEL:

Can also be used for better HRD functioning. This was developed by Paul Hersey and Ken Blanchard Leadership technique.

This model focuses on personal development, helping participants become more sensitive to others respond to subordinates, organize their time better, be physically fit and ensure discipline. It also helps to develop group skills such as use of subordinate's strengths, conducting participative workshops, meetings and briefings, building team commitment generating enthusiasm and appreciating and upholding company culture. This model teaches flexibility and versatility.

A

THE MANAGERIAL GRID

HIGH 9

8

7

6

5

4

3

2

LOW 1

Concern for People

1,9

COUNTRY CLUB MANAGEMENT
Thoughtful attention to needs of people for satisfying relationships leads to a comfortable, friendly atmosphere

9,9

TEAM MANAGEMENT
Work accomplishment is from committed people. Interdependence through a common stake leads to trust and respect

5,5

ORGANISATION MAN-MANAGEMENT
Adequate organisation performance is possible through balancing the necessity to get out work with maintaining morale of people

1,1

IMPOVERISHED MANAGEMENT
Exertion of minimum effort is appropriate to sustain organisation membership

9,1

AUTHORITY-OBEDIENCE
Efficiency results from arranging work such that human elements interfere to a minimum degree

LOW 1   2   3   4   5   6   7   8   9 **HIGH**

Concern for Production

Source : Paul Hersey and Ken Blanchard.

SITUATIONAL LEADERSHIP

B

STYLE OF LEADER

High task and low relationship	**High task and high relationship**
Low relationship and low task	**High relationship and low task**

Telling

Selling

Participating

Delegating

HIGH ← RELATIONSHIP BEHAVIOUR → LOW

HIGH

TASK BEHAVIOUR

HIGH LOW

MATURITY OF FOLLOWER(S)

MATURE				IMMATURE
HIGH	MODERATE		LOW
M4	M3	M2	M1

ACTION PLAN

TITLE:

To re-vamp HRD professionals' roles/responsibilities and ethos and thereby enhancing HRD practices.

OBJECTIVES:

1. To bridge the gap between actual and ideal Knowledge / Attitudes / Skills / Values.
2. To re-examine the current practices in given organization.
3. To re-focus HRD professionals' roles and responsibilities.
4. To probe the gape between the actual and ideal HRD practices.
5. To reinvent the prophesized HRD practices to meet future challenges.

PARTICIPANTS:

HRD functionaries of the organization.

DURATION:

As per status and requirement.

TRAINERS:

HRD practitioners, HRD educators, HRD consultant, Organizational behaviour / O.D. experts, Industrial Sociologist.

METHODOLOGY:

Sharing Experiences, Lecture method, Lecture cum discussion Group discussion, Role Play etc.

1. Action Area: Development of Holistic Approach Among the Employees.

- Suitable briefing to all new appointees during induction programme by HODs.
- Inter Functional / Divisional transfers for developing employee capabilities and greater job exposure.
- Inter departmental sharing of SWOT to ensure greater understanding of the functioning of each department.

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- Employees interface with external customers.
- 360 degree feedback for all Management Cadre.
- Project existing Role Models for motivating people.
- Reward and punishment system to cover role modeling performance also.
- Organize transformational leadership programme for improving performance of potential role models.

2. Action Area: Competency Development

- Delayed/flatten organization to avoid overlap and pave the way for infusion of fresh blood.
- Adhere to retirement age to create opening for inducting new talents.
- List out attributes for each position, i.e. knowledge / skill/personality to ensure greater role clarity for improved performance.
- Develop a system for competency assessment to generate proactive and development-oriented climate in the Group.
- Build competency that results in better performance, which can be linked with performance rewards including promotion policy.
- Periodic assessment of competency to ascertain impact of development.
- Job description based on job analysis for role clarity.
- Company Division wide competency development programmes for all employees.

3. Action Area: Holistic understanding of business by HR Managers

- Total commitment and involvement of HR people from project stage for having a clear understanding of process and product.
- Expose HR people to market, customers and vendors.
- HR managers to make conscious and regular effort to understand business in their respective companies / divisions / units.
- HR Managers to regularly attends Mill /Factory performance meetings and other departmental meetings.

4. Action Area: Managing implications of rightsizing

- Show visible concern for employees rehabilitation and organize suitable programmes / activities / schemes.

- Formulate appropriated VRS that can help in the rehabilitation of displaced workers.
- Search within the Group before filling vacancy.
- Stoppage of recruitment against vacancies during VRS implementation.
- Total involvement of line manager in designing an implementation of VRS.
- Show visible concern for employees rehabilitation and organize suitable programmes / activities / schemes.
- Total involvement of line manager in designing an implementation of VRS.

5. Action Area: Value addition activities by HR Directly

- Formulate policies for objective oriented increments and promotions.
- Re-design all forms, procedures and systems to simplify processes and ensure easy implementation.
- Do away with non-value adding activities.
- Cost reduction in all areas including OT(Overtime), Administration overheads, Absenteeism reduction, Accidental costs, etc.
- Manpower rationalization.
- Arrange more training programmes through internal faculty.

6. Action Area: Inculcation of sense of ownership and accountability for actions

- Give due consideration to and show understanding and empathy with other people's problems and where possible lend a helping hand.
- Organize role negotiation workshops to ensure role clarity to individuals leading to greater job satisfaction.
- Accept responsibility for anything that goes wrong instead of shifting the blame for failure on others.
- Shed ego in dealing with peers and subordinates for better relationship and understanding.
- Demand accountability for any role or function to ensure total commitment.
- Judge and /or decide matters without procrastination.
- Competent persons to be entrusted with greater responsibility for timely fulfillment of goals and objectives and for developing competency.

- Competent persons to be nominated as final authority for interpretation of rules and policies relating to human resources.
- Give due consideration to and show understanding and empathy with other people's problems and where possible lend a helping hand.
- Foster team spirit and team building for improved work culture.
- Securing employee involvement with and commitment to the organizational goals and objectives.
- Impart more training and education to the appraises for better implementation of performance appraisal system.
- Quantification of performance and targets to help employees recognize these strengths and weaknesses, and improve their performance.
- Do not shift the blame of failure on others.

7. Action Area: Employee Communication and Sharing of information.

- Encourage upward communication to build healthy and productive relationship.
- Remove hierarchical barriers of communication.
- Cover all levels of employees as applicable depending on the matter to be communicated.
- Timely and speedy communication of policies.
- Wider circulation of instructions, policies and rules.
- Sharing of information on company performance including financial performance as appropriate.
- Schedule frequency of employee communication meetings, e.g. open house and adhere to the schedule.
- To conduct meetings with clear agenda, openness and involvement.
- Existing communication meetings, formal and informal.
- Existing communication channels like journals, notice boards etc.
- Anger while receiving and giving feedback / communication.

8. Action Area: to encourage and ensure creativity

- Endeavor to share credit and not steal or sabotage it.
- Invite new suggestions.
- Allow autonomy to unleash creativity.

- Actively dispel fear of failure or mistake.
- Appreciate employee contribution to induce a feeling of being cared for.
- Involvement of all employees from idea generation stage to its implementation.
- Prompt action on good ideas to orchestrate growth and expansion of an organization.
- Develop skills to tap creativity.
- Gain knowledge of outside world for creating innovative techniques.
- Develop an environment where mistakes are tolerated up to an extent and provide an opportunity for learning from them.
- Develop risk-taking abilities.

9. Action Area: Ownership of Customers

- Conduct customer satisfaction surveys and value added training programmes to evoke action from different parts of the systems.
- Quarterly presentation of customer satisfaction surveys.
- Frame business policy that integrates the needs of customers.
- Introduce performance rewards to reinforce desirable behaviors.
- Use of quality systems such as ISO/QS/TQM to maximize organizational competitiveness.
- Benchmark best practices – within and outside the organization.
- Interaction of non-marketing executives with customers.
- Quick responses to customer's complaint.
- Supplier Customer Interface.
- Positive response to customer feedback to improve image of the company.
- Role model best performers.

10. Positive Work Culture, Motivation, Commitment and Empowerment

- Extend entitlements in time
- Public appreciation for excellence
- Do things differently to build an oriented to excellence.
- Participate management.

- Transparency and sharing of information
- Reward outstanding work
- People caring policies.

11. Action Area: Integration HR with Business Strategy

- Communicate company vision / mission / business plans.
- Involve HRM in Business Strategy Plan
- Visible commitment to integrating HR with business strategy.
- Exposure to all business activities
- Productivity oriented incentive schemes.
- HR plan based on business strategy to orchestrate growth and expansion of an organization.
- Cost compression as a culture in the organization.

CONTENTS / AREA TO BE FOCUSED:

Unit 1 (Basics)

- HRD – Concept, Philosophy and Sub-system.
- HRD – Need Utility and Implication on Industrial Relation / Productivity.
- HRD – Knowledge base
- HRD - Skills and Techniques.
- HRD - Values and Attitudes.

Unit 2 (Performer's Induction)

- HRD – climate Curriculum
- HRD – Effective Implementation
- HRD – Better output
- HRD – Changing Scenario
- HRD – Effective globalization
- HRD – Co-operative Sector, Multinational Companies, Public Sector, Private Sector.
- HRD – Challenges

Unit 3

- HRD and Organizational Behavior Areas
  1. Communication

2. Authority

3. Leadership

4. Team-Work

5. Power

6. Centralization and Decentralization

7. Responsibility

8. Span of Management

Unit 4

- HRD – Labour Economics. Industrial Social Work, Trade Union

Unit 5

- HRD – Organizational Development Strategies/Models

Unit 6

- Linking HRD Strategies with Manufacturing Strategies for Higher Organizational Performance.

Unit 7

- Marketing Human Resources Development

    2. Acquire and sharpen abilities required to perform various functions associated with present and expected future roles.

    3. Develop general capabilities as individuals, discover and explore one's inner potentials and fulfillment of organizational goals.

    4. Develop an organizational culture in which interpersonal relationship, team-work and collaboration among sub-units are strong and contribute to organizational growth as well as boost the morale and pride of the employees.

Unit 8

- Evaluation