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Aims and Scope

An EP Journal of Human Resources (EJHR) is a peer-reviewed journal that provides a specialized encouragement and dissemination of research and practice in human resource management research. It is a journal that aims to provide a forum for discussion and debate, and to stress the critical importance of people management to a wide range of economic, political and social concerns. In terms of the discipline focus, all articles broadly focusing on the theory and practice of managing human resources for the benefit of individuals, firms and community at large will be acceptable.

EP JOURNAL OF HUMAN RESOURCES

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A Study on Human Resource Practices & its Impact on Organizational Performance

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ABSTRACT

We identify key unresolved questions in need of future study and make several suggestions intended to help researchers studying these questions build a more cumulative body of knowledge that will have key implications for both theory and practice.

In an environment where human resources is an important source of competitive advantage, it is also the one that contributes to sustained competitive advantage through facilitating the development of competencies that are firm specific. Strategic human resource management (SHRM) concerns with the creation of a linkage between the over all strategic aims of business and the human resources strategy and implementation. The published research generally reports positive statistical relationships between the greaterad option of HR practices and business performance. The causal linkage between HR and organizational performance will enable the Hr managers to design programmes that will bring forth better operational results to attain higher organizational performance. In this paper, after emphasizing that the human resources are an important source of competitive advantage, SHRM is defined. Through specific examples from academic research regarding the impact of SHRM practices on organizational performance, the conclusion is that the way an organization manages its human resources has a significant relationship with the organization's performance.

KEYWORDS: *Organizational Performance; Job Evaluation, HR Practices, Human Resource Management Systems; Linkage*

INTRODUCTION

The development of organizational commitment needs effective human resource management practices. In organizational behavior and industrial and

organizational psychology, organizational commitment is the individual's psychological attachment to the organization. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Economic environment is changing rapidly and this change is characterized by such phenomena as the globalization, changing customer and investor demands, ever-increasing product-market competition. To compete successfully in this environment, organizations continually need to improve their performance by reducing costs, innovating products and processes and improving quality, productivity and speed to market. The people who make up an organization -human resources- are considered to be one of the most important resources of today's firms. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy. Traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive leverage but an organization's human resources are more vital for its sustainability. Parallel to the understanding that human resources are vital for an organization, humanresource management function is also going up in organizational hierarchy. Human resource management aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of recruitment and selection procedures, management development and training activities linked to the needs of the business.

HRM is assumed to affect knowledge, skills, abilities (Schuler & Jackson, 1995), attitudes and behaviour of employees (Guest, 1997), and may therefore affect the performance of an organisation (Den Hartog, Boselie, & Paauwe, 2004). The alignment of HRM with the organisation strategy (strategic fit) and the alignment of the various HRM practices, such as career opportunities, training and appraisal, within the organisation (internal fit) (Baron & Kreps, 1999) are assumed

to be important factors in explaining the link between HRM and organisational performance. When HRM within an organisation is well aligned, the employees know what is expected of them, may therefore act similarly and have uniform expectations about work and behaviour (Baron & Kreps, 1999).

Strategic Human Resource Management (SHRM) represents a relatively new transformation in the field of human resource management. SHRM is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as productivity, quality and financial performance considered to be one of the most important resources of today's firms.

People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of human resource management and strategy. Traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive leverage but an organization's human resources are more vital for its sustainability.

OBJECTIVES

The following are the objectives of this research paper:

1. To review Strategic Human Resource Management and its benefits to the organization.
2. To provide key insights regarding implementation of HR Practices and improved Organizational performance.
3. To investigate the relationship between Human Resource Management practices and organizational performance.
4. To recommend key HR Practices that may lead to the improvement of organizational performance.

HUMAN RESOURCES AS A SOURCE OF COMPETITIVE ADVANTAGE

When the organization takes a more organisational-focussed approach, the focus of the exchange is more long term. There is a greater emphasis on training, and employees are given, for instance, more job security. This results in a more stable exchange relationship between employer and employee. In this case, we expect that employees will show more cooperative behaviours as a response to the investments of the employer. The concept of competitive advantage was formulated by Michael Porter. Competitive advantage, Porter asserts, arises out of a firm creating value for its customers. Porter emphasized the importance of differentiation, which consists of offering a product or service 'that is perceived industry-wise as being unique', and focus – seeing a particular buyer group or product market 'more effectively or efficiently than competitors who compete more broadly'. He then developed his well-known framework of three generic strategies, -cost leadership, differentiation, focus- that organizations can use to gain competitive advantage. Porter's widely accepted view suggests that the industry – environmental determinants affects a firm's performance. Resource-based view, on the other hand, asserts that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal. Competitive advantage, according to this view differs from the environmentally focused strategic management paradigm in that its emphasis is on the links between the internal resources of the firm, its strategy and its performance.

The resource-based view suggests that human resource systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific. The sustained superior performance of many companies has been attributed to unique capabilities for managing human resources to gain competitive advantage.

Conversely, to the extent that HR systems inhibit the mobilization of new competencies and/or destroy existing competencies, they may contribute to profitable company or a healthy economy is the productivity of the workforce.

What is important to recognize is why success through human resources can be sustained and cannot readily be imitated by competitors. The reason is that the success that comes from managing people effectively is often not as visible or

transparent as to its source. Culture, how people are managed, and the effects of this on their behaviour and skills are sometimes seen as the "soft" side of business, occasionally dismissed. Even when they are not dismissed, it is often hard to comprehend the dynamics of a particular company and how it operates because the way people are managed often fits together in a system. It is easy to copy one thing but much more difficult to copy numerous things.

HRM needs to achieve the following strategic goals in order for the company to gain and sustain competitive advantage:

- (i) To invest in people through the introduction and encouragement of learning processes designed to increase capability and align skills to organizational needs
- (ii) To ensure that the organization identifies the knowledge required to meet its goals and satisfy its customers and takes steps to acquire and develop its intellectual capital
- (iii) To define the behaviours required for organizational success and ensure that these behaviours are encouraged, valued and rewarded
- (iv) To encourage people to engage whole heartedly in the work they do for the organization
- (v) To gain the commitment of people to the organization's mission and values
- (vi) To achieve these goals it is necessary to understand the linkage between HRM and business strategy

THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

The human resource management function has consistently faced a battle in justifying its position in organizations. At good times when there are enough budgets, firms easily justify expenditures on training, staffing, rewards and employee involvement systems, but when faced with financial difficulties, such HR systems get the earliest cutbacks. The advent of the subfield of strategic human resource management (SHRM), devoted to exploring HR's role in supporting business strategy, provided one opportunity for demonstrating its value to the firm. The birth of the field of strategic human resource management can be dated back to 1984, when Devanna, Fombrun and Tichy extensively explored the link between business strategy and human resources. HRM discipline has witnessed a great deal of change over the past 25 years. These changes represent two major

transformations. The first is the transformation from being the field of personnel management to being the field of human resource management. The second is the transformation from being the field of human resource management to being the field of strategic human resource management. The first transformation incorporated helped the recognition that people are an important asset in organizations and can be managed systematically.

The second transformation has built on the preceding knowledge base of the discipline. This transformation is based upon the recognition that, in addition to coordinating human resource policies and practices with each other, they need to be linked with the needs of the organization. Given that these needs are reflected in the strategies of the firm, this transformation of “human resource management” came to be known as “strategic human resource management”.

Strategic human resource management is based upon the recognition that organizations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviours, the needed competencies and the necessary level of motivation to the organization. To put it another way, strategic human resource management is “the creation of linkage or integration between the overall strategic aims of business and the human resource strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various HR functions, such as selection, training and reward so that they complement each other”.

SHRM's spreading popularity owes much to the promise of greater organizational effectiveness achievable, through the development of internally consistent bundles of human resource strategies which are properly linked to business strategies. Researchers in the field of SHRM have increasingly relied on the resource-based view of the firm to explain the role of HR practices in firm performance. Resource based view of strategy is that the strategic capability of a firm depends on its resource capability, especially its distinctive resources. Indeed, theoretical research on SHRM has suggested that systems of HR practices may lead to higher firm performance and be sources of sustained competitive advantage because these systems of practices are often unique, causally ambiguous, and difficult to imitate.

HR practices can enhance firm performance when they are internally aligned with one another to manage employees in a manner that leads to competitive advantage. HR practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies.

HOW SHRM IMPACTSON ORGANIZATIONAL PERFORMANCE

Many organizations face a volatile market situation. In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognising the potential of their human resources as a source of sustained competitive advantage. Linked to this, more and more organisations are relying on measurement approaches, such as workforce scorecards, in order to gain insight into how the human resources in their organisation add value.

The increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between human resource management and organizational performance. The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the United Kingdom. Both organizations and academics are striving to prove that HRM has a positive impact on bottom line productivity. The published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance. The assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. If, therefore, an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on firm performance.

Much of the research over the last two decades has attempted to answer two basic questions: 'Do HR practices make a positive impact on organizational performance?'; 'If so, how is the impact achieved?' The second question is the more important one. It is not enough to justify HRM by proving that it is a good thing. What counts is what can be done to ensure that it is a good thing. Guest et al. modelled the relationship between HRM and performance. Although there are various stakeholders in an organization, the chief strategic goal of any business is

higher financial performance or maximization of wealth for the shareholders. Financial performance of an organization depends to a large extent on effective operational performance. The operational performance of an organization is a function of people, process and technology. For effective interaction of people with technology and process, the people in the organization have to be competent enough, with the required knowledge, skill and abilities. Competence of the individual is an important factor that decides operational effectiveness in terms of providing quality products and services within a short time. HRM practices such as selection, training, work environment and performance appraisal may enhance the competence of employees for higher performance.

Obviously, human resources rarely have a direct effect on firm performance. This is particularly true when the business logic of HR's effect requires that human resources drive firm performance through its contribution to effective strategy execution. HR professionals (and line managers) need to recognize that effective strategy execution is the basis of shareholder value and that effective strategy execution is a system of intermediate outcomes. Thinking like a strategy manager means recognizing the importance of the causal relationship between HR decisions and intermediate outcomes, which ultimately drive strategic success in organizations.

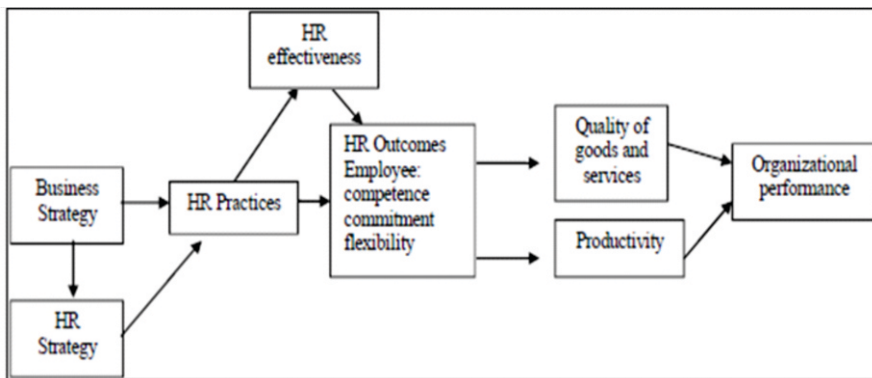


Figure1.Linkage of HR Practices to Organizational Performance

THEORETICAL ELABORATION AND HYPOTHESES

To begin with, we will elaborate on the relationship between the cooperative behaviour of employees and organizational performance. Behaviours that are

considered to be employees' cooperative behaviours in labour organizations are those that are conducted by employees when they align their interests with those of the employer and other employees (Koster & Sanders, 2006; Sanders & Van Emmerik, 2004; Sanders, Van Emmerik, & Raub, 2002). Cooperative behaviours consist of an array of behaviours that are beneficial to the employer or co-workers. Examples of such behaviours are: working together with colleagues within a team, sharing knowledge, working overtime, and submitting information needed to keep the HRM and performance organization running (Koster, 2005; Lambooi, 2005; Sanders, Emans, & Koster, 2004; Wickens, 1995). HRM policies are assumed to affect the knowledge, skills, abilities (Schuler & Jackson, 1995), attitudes, and behaviour of employees (Guest, 1997) and may therefore also affect the performance of the organization (Den Hartog, Boselie, & Paauwe, 2004). As previously mentioned, HRM policies can be oriented more towards the organization or more towards the employees' jobs (Delery & Doty, 1996; Tsui & Wang, 2002). When the HRM policies are more job-focused, the goals of the organization are considered more prevalent than the needs of the employees. This may be reflected in, for instance, little job security and the lack of an internal labour market (Delery & Doty, 1996), which enables the organization to hire and fire when external forces demand changes in the size of the work force. When the HRM policies are more organisation-focused; the labour organizations provide more security and support by, for example, offering training and constructive feedback (instead of evaluative feedback).

CONCLUSION

Moreover, HR policies have to be implemented by people and this can create distortions, which may result in employees perceiving the policies differently because they are no longer well aligned at a lower level. Some studies therefore argue that we need to take both the employers' and employees' perceptions of the situation into account in order to better understand the HRM-performance relationship (see: Bowen & Ostroff, 2004; Tsui & Wang, 2002). Since it is clearly understood from academic research that human resources are a source of sustained competitive advantage, while, traditionally, the costs associated with the development of HR strategy have been regarded as an operating expense, these costs would be better considered as an investment in capital assets. The way an

organization manages its HR has a significant relationship with the organization's results, a revelation that supports the resource-based view, where business competitiveness is related, at least in part, to the investments in company specific assets. Although the published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance, it should also be kept in mind that many other factors besides HR practices could influence organizational performance. Also, it is possible that there are complex relationships between HR practices and other resources of the firm. The causal linkage between HR and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance. The focus of the HR management should be to understand organizational performance processes and design HR practices that influence process and outcome variables.

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Training Evaluation: Challenges & Recent Trends

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ABSTRACT

Training evaluation is the process of collection of data to assess the success rate of a training program. Evaluation of training program is basically done to answer the following questions: first, whether the objectives of the training program have been fulfilled? Secondly, what can be done to further improve these training programs? Shuell (1986) has also stated that training evaluation should be conducted to check whether the desired outcomes have been achieved or not.

In this paper we will discuss the various models of Training Evaluation, various challenges faced in successful implementation of Training Evaluation, different case studies from around the globe and the recent trends in training evaluation.

INTRODUCTION

Training is one of the most researched area but training evaluation is the neglected part. Organisations in England spend around £37 billion annually on workforce training (Learning and Skills Council, 2009). Subsequently, the analysis of US companies has revealed that: around \$40 billion a year on training programmes for managers and executives(Gordon,1988). 15 billion work hours is dedicated to the training programme annually(Huber, 1985). About 39.5 million individuals receive formal training sponsored by the organisation (Phillips, 2010).

Since, the organisations spend millions of rupees on training programs every year and also training evaluation affect decision making which can help to decide where the program should be improved and who all should be the future participants of the training program. Moreover, training evaluation helps us to decide whether we should continue or stop such training programs. According to Goldstein (Goldstein, 1993), “most organisations do not collect the information to determine the utility of their own training programs”. The training session where huge funds of the

organisation is invested remains unevaluated as many managers don't know what is to be evaluated and how it has to be evaluated?

DIFFERENT MODELS OF TRAINING EVALUATION

The most influential framework has come from Kirkpatrick (Carnevale & Schulz, 1990; Dixon, 1996; Gordon, 1991; Philips, 1991, 1997). Kirkpatrick's model (1959) is a goal-based model which gives four levels of evaluation. The 4 levels of evaluation are: reaction of trainee, trainee learning, behaviour and the organisational results. At reaction level the feelings of the trainee are measured, the likes and dislikes of the trainee are identified. According to Goldstein, whilst most trainers believe that "initially the trainee is more interested in learning from the instructional material" he stresses that this "does not ultimately lead to high levels of learning" (Goldstein, 1993).

The learning level assesses whether the learning objectives with which the training program started has been fulfilled or not. According to Campbell (Campbell, 1988), "the most fundamental issue of evaluation is whether trainees have learned the material covered in training" (Kraiger et. al, 1993).

The behaviour level, which can be defined as "the level to which trainees are able to apply the knowledge and capabilities procured in a training programme" (Baldwin & Ford, 1988).

The results level helps to analyse the impact of training program on the quantity and quality of work improved. The money invested by the organisation is for the purpose of return on investment. So, this level identifies whether the organisation has got handsome return on the money invested or not?

The Kirkpatrick model has several weaknesses (Holton, 1996), which successive models like CIRO Model by Warr et al, Hamblin model (1974) and others have tried to improve it further.

Another model of training evaluation which is the extension of The Kirkpatrick model is the CIRO model given by Warr et al. where CIRO stands for Context, Input, Reaction, Outcome. Context refers to gathering information about the situation which will help us to identify the learning needs and frame the learning objectives. Input refers to deciding on the best strategy to get the intended outcome keeping into consideration the availability of various resources. Reaction level can be

considered same as in The Kirkpatrick model, where the satisfaction of the trainee w.r.t. training programme is measured. The last or the fourth level which is the outcome level is further divided into 3 sub-levels: immediate (knowledge and skills acquired at the end of the training), intermediate (changes in the performance of employees) and ultimate (the expected changes in the organisation) (Sanderson, 1992).

The Kirkpatrick model and the Warr et al. model were further advanced by Hamblin (1974) which had 5 levels. In this model the last level was further bifurcated into two parts: first part helped to indicate the impact on organisational productivity, absenteeism and turnover etc. and the other part explained the impact in terms of cost.

FACTORS INHIBITING EFFECTIVE WORKPLACE LEARNING EVALUATION

Various factors that have been identified as the probable inhibitors of training evaluation are:

- Assumption that evaluation highly resource consuming (Sims ,1993; Sanderson , 1995; Geertshuis et al. 2002; Aragon-Sanchez et al. ,2003; Wang and Wilcox , 2006; Griffin , 2011)
- Assumption that training does not require evaluation (Sims ,1993; Sanderson , 1995)
- HR professionals feel that evaluation results can be a threat to their jobs – “what you don't know, cannot hurt you”(Sims,1993; Sanderson ,1995; Mann and Robertson ,1996; Blanchard and Thacker , 2007).
- Ambiguity on what aspects should be evaluated (Sims ,1993; Spitzer , 2005)
- Managers lack the skills required for evaluation (Sanderson ,1995; Mann and Robertson ,1996; Geertshuis et al. ,2002; Aragon-Sanchez et al. ,2003; Spitzer , 2005; Wang and Wilcox , 2006)
- Non- supportive organisational culture (Sanderson,1995; Wang and Wilcox, 2006; Blanchard and Thacker 2007).
- Lack of confidence (Spitzer , 2005; Wang and Wilcox , 2006)
- Lack of knowledge about evaluation techniques (Giangreco et al. , 2010)
- Evaluation requires high investment (Giangreco et al. , 2010)
- Failure of organisations to take a long-term perspective (Berge , 2008)

- Absence of scientifically robust measurement tools (Sanderson ,1995; Mann and Robertson ,1996; Aragon-Sanchez et al. ,2003; Berge , 2008)
- The low status of training functions within organisations (Holly and Rainbird , 2001)
- Lack of required data (Aragon-Sanchez et al. ,2003; Blanchard and Thacker , 2007)

CASES FROM AROUND THE WORLD

As discussed earlier, globally organisations spend huge amount of money on training and development but the evaluation of training is not a rule but an exception. This can be exemplified by the following reports: According to American Society for Training and Development (ASTD) only 45 percent of organizations measured trainees' reactions towards training programmes (Bassi& van Buren, 1999). Moreover, around 93% of training programmes are evaluated at Level One i.e. reaction level, 52% of the training programmes are evaluated at Level Two i.e. learning level, 31% of the courses are evaluated at Level Three i.e. behaviour level and 28% of the courses are evaluated at Level Four i.e. results level. These findings clearly depict that the organisations are superficially evaluating the training programmes and they are not carrying out complete evaluation which will ultimately give us the true picture about a training programme.

The European companies are also not an exception, as evident in European Commission project Promoting Added Value through Evaluation (PAVE) project, which was a project funded under the European Commission's Leonardo da Vinci program in 1999 (Donoghue, 1999). PAVE project is committed to training and evaluation according to the UK's Investors in People standard (Sadler-Smith et al., 1999).). The sample for study was taken from small, medium and large organisations. The analysis of data indicated that immediate and context (needs analysis) evaluations were used frequently. Also in most of the cases, evaluation is considered to be the sole responsibility of the managers and the most commonly used tools for evaluation were questionnaires, feedback and discussions. Only less than one-third of the respondents reported that the impact of training programmes is assessed on organisation (the 'results' level). This shows that training evaluation is mostly done only to assess its impact on the learning of the trainee but its effect on

the organisation is very rarely assessed. This indicates that the evaluation in most cases remains a mere feedback from the employees and the cost benefits perspective is neglected.

EIDesign Measure The ROI of Online Training using **Kirkpatrick's Model of Evaluation**

ROI is the return on investment that an organization makes (ROI = Gain or Return/Cost). It can be determined through two factors namely the Investment made (or cost incurred) and Value/Gain accrued (or return).

A successful eLearning initiative should be able to demonstrate gains that are more than the investment

Using Kirkpatrick's Level IV evaluation data and Phillips' ROI calculation as level V, we can convert the results into monetary value and then we can easily compare them against the cost of the eLearning program and determine the ROI.

To give you a sense of how it can be practically used, let me summarize the approaches we typically adopt:

<p>Level 1: Reaction is measured by taking feedback from learners. We have used online surveys in the past but now we add features of "Like the course" and "Recommend the course" options within our eLearning course framework.</p>	ROI
<p>Level 2: Learning can be easily measured through scoring patterns in the end of course assessments.</p>	Business impact
<p>Level 3: Behavioral changes are certainly more difficult to assess. We use a combination of techniques to assess how much of the newly acquired learning is being applied on the job. This could be measured through improvements in efficiency or doing the same task with a new approach.</p>	Behavioral changes
<p>Level 4: Business impact is generally measured through productivity gain, impact on quality measures through reduction in re-works, getting higher number of work assets first time right, and so on.</p>	Learning
<p>Level 5: ROI is normally calculated by converting the business impact gains (as shown in level 4) to a monetary value.</p>	Reaction

YouTube Facebook LinkedIn Twitter

RECENT TRENDS IN TRAINING EVALUATION: ASSESSING RETURN ON INVESTMENT

With the increased focus on value for money, a question often asked is “are we getting the return on investment that training programme promises?” Our experience shows that with a little forethought a successful training programme will not just deliver value and changes in behaviour but it can also deliver tangible outcomes that can be referred to as the Return On Investment (ROI).

After the global recession the things are not the same. The organisations want to reap benefits out of every rupee invested as the budgets are limited. Therefore, all functions in an organization, including training & development are facing the challenge of proving their worth. So to cope up with changing demands of the organisation, the Training & Development community is changing their approach to evaluation. Here are 4 trends of evaluation that are occurring globally and particularly in the U.S.

1. Emphasis on analysis of impact and return on investment (ROI)

Although this trend has been evolving for years, recession acted as a major driving force and it showed up significantly in the last 5 years. During recession many financially strong companies were downsizing which led the senior executives to prove the worth of their organisation. Therefore, the ROI data analysis was required which is the ultimate measure of success.

Top executives want to study the impact and ROI data. A major study, supported by ASTD, reported that the first choice as measure of evaluation is business impact of training programme (Phillips & Phillips; ASTD, 2010). With input from 96 Fortune 500 CEOs, this study further revealed that the second preferred choice as the measure of evaluation is ROI.

2. Availability of sufficient funds for evaluation.

The evaluation part of training programme was neglected due to the lack of sufficient funds but with the changing economy the organisations are increasing their budgets for evaluation and they are justifying the expenditure by showing the value of the training programme.

3. Responsibility for evaluation rests with all the team.

The assumption that the evaluation is only the responsibility of the manager is now shifting to the view that every member of the organisation should equally participate in the evaluation process. If the responsibility will be shared the evaluation will be more effective and precise.

4. Finance, Accounting, and the CFO are also involved in Evaluation.

Evaluation is not solely the function of the HR department in fact the finance and account department is playing equal role to evaluate the training programme. According to Gartner research, many chief human resource officers (CHROs) are reporting to the CFO about the ongoing training programme in the organisation. The CFO will then prepare the report of ROI in functions like HR. This ROI report will help them to measure the worth of the training programme in tangible terms.

CONCLUSION

The field of evaluation already has a rich variety of contrasting models. The complex and multifaceted nature of training has led some to argue that evaluation is “a thorny task, if not impossible” (Wang and Wilcox, 2006).

The challenge, then, is to match evaluation to the nature of the initiative being evaluated. The manner in which organisations evaluate their training is far from what would be desirable and hence we are unable to calculate the return on money invested. This means that we need to have options beyond the traditional approaches.

Although the concept of measuring the impact of learning evolved in early 1950s, and the use of ROI came into picture in 1970s, but the concept is still not widely used. Although if practiced wisely ROI can be of great use: firstly, this helps to satisfy the managers in terms of accountability. Secondly, helps to improve the training programme and increase support from the participants, clients and business partners.

The assumption that evaluation is strictly the responsibility of experts often results in no evaluation at all.

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Strategic Human Resource Management in Work and Development in Google

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ABSTRACT

Google is an American multinational technology company specializing in Internet-related services and products that include online advertising technologies, search, cloud computing, software, and hardware. Google was founded in 1996 by Larry Page and Sergey Brin while they were Ph.D. students at Stanford University, California. Together, they own about 14 percent of its shares and control 56 percent of the stockholder voting power through supervoting stock. They incorporated Google as a privately held company on September 4, 1998. Strategic Management is all about identification and description of the strategies that managers can carry so as to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if its profitability is higher than the average profitability for all companies in its industry. Based on the above research problems, the research objective is to study about the strategic human resource management in work and development and to study various reasons for studying the development of an organization due to strategic human resource planning.

INTRODUCTION

Google's human resource management maintains a competitive compensation strategy and a holistic career development policy. Such compensation strategy addresses the interests of high quality employees. In relation, Google's career development programs ensure that employees are given considerable opportunities for personal and professional growth in the company. The company's performance in these aspects of HRM points to high-quality and effective HR

managers. This case of Google serves as an example of how competitive compensation combined with holistic career development boosts human resource performance. Strategic HRM enables the organization in obtaining right skills and placing them in a position according to the level of their qualifications and skills. (Luftim CANIA) Strategic HRM has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). It is suggested by Hendry and Pettigrew (1986) that it has seven meanings: the use of planning; a coherent approach to the design and management of personnel; systems based on an employment policy and workforce strategy; matching HRM activities and policies to some explicit business strategy; seeing the people of the organization as a strategic resource; Achievement of competitive advantage (Armstrong, 2006). Empirical evidence shows that there are well researched axioms regarding the impact that strategic human resource management poses on work and development of an organization. Research in a large multinational company specialised in financial services point that personal growth possibilities represent an important condition in career development of men and women (Lyness and Judiesch, 1999). Training and personal growth possibilities are directly related to advancement of workers to management positions (Metz and Tharenou, 2001). The first step is to formulate a research design. This means planning a strategy of conducting research. It is a detailed plan of how the goals of research will be achieved. Research design is exploratory, descriptive and/or experimental in nature. It is helping the investigator in providing answers to various kinds of social/economic questions. The present study has followed Descriptive and Exploratory research. Descriptive research is usually a fact finding approach generalizing a cross - sectional study of present situation. The major goal of descriptive research is to describe events, phenomenon and situations on the basis of observation and other sources.

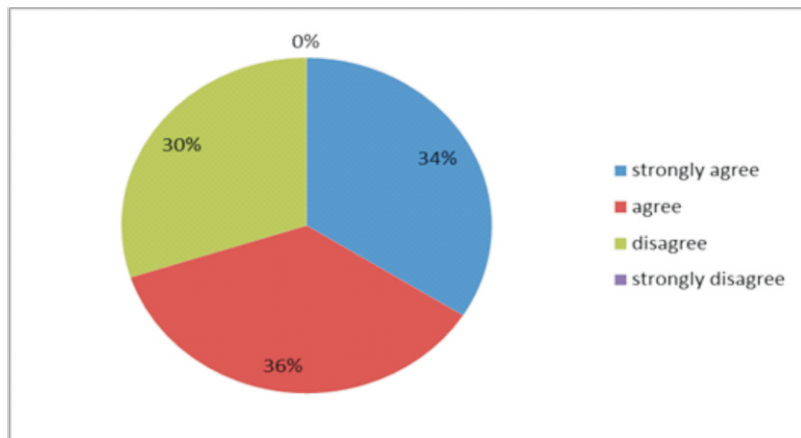
Data Collection Technique

The study was conducted through the use of the primary and secondary data. Primary data: Through investors' survey by means of a structured questionnaire; Through the discussions with the company employees Secondary data: Through the

journal and magazines; Through the internet sites and various search engines. The study was conducted through the use of the primary and secondary data. Primary data:-Through employees survey by means of a open ended questionnaire; through the discussions with the company employers i.e. managers and top level executives. Secondary data:-Through the journal and magazines; Through the internet sites and various search engines. Though questionnaire is an economic tool for data collection, non-response or incomplete response is high in this case. However, proper follow up was taken to overcome this barrier by making sure that each questionnaire is completely filled.

DATA ANALYSIS AND INTERPRETATION

- **Google Increases the Productivity**



About 39% of employees agreed and 35% strongly agreed respectively that the Google increased the production of human resources and 25% did not agree with the view. As they feel that the skills of the employees contribute more than the strategic plan

- **Google Gives Importance to Employees**

34% of the employment strongly agreed that Google gives importance to employees and 30% do not agree on this point.

- **Organizational Success**

Graph the final 53% of people employee who strongly agree. 45% also agree that the workers of human resources in order to work too. The most important point for the ticket of toolkit this is the fundamental reason behind the effectiveness of human resources management: The main fact in all of these activities is to help your employees to succeed. If kept this goal at the forefront of your mind when applying these tools will be on the way to combine all the elements needed by your employees and your organization for success.

FINDINGS AND SUGGESTIONS

- From the above study it is clearly depicted that organization expect the workers to increase productivity more as 74% of the respondents say that the organizational goal is to increase productivity.
- 70% of the employees say that organization give importance to employees. It is true as they were provided on the job and off the job training to make their competencies skills strong so that they will not face any difficulty during the work.
- 98% of the employees feels that the organization will get success due to implementation of strategic Human Resource Management.
- The researcher suggested that the strategic plan should not be reinforced on the employees rather that slow revolutions make into big success. It is also suggested that the organizations should conduct survey periodically to get to know the need of their employees so that proper training will be provided to them to reach the success of the organizations.

CONCLUSION

The study addressed the issue of strategic planning of human resources, which is one of the core activities and practices performed by the human resources management in all types of institutions Through it estimated future needs of the organization from human resources to serve the requirements of achieving their goals and in order that the human resources planning the development of a future strategy based mainly on a study the volume of work specified in the organization's strategy and compare it with the power and the possibilities of future human

resources in which to determine whether they need additional work force and what is unique and skills required to accomplish the work required in the future or that it has a surplus for the need of human resources, whether or not there is a shortage or surplus so that enough existing resources to accomplish what is planned from the workload of the overall strategy.

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Role of Cross Culture Management in HRM: A Comparative Analysis of Practice in Indian and Chinese companies

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ABSTRACT

This paper analyses the increasing importance of cross cultural management in the field of HRM and that too in this era of globalization. In the current scenario, cross cultural management is emerging as an important area of interest for HR professionals as a number of organisations are diversifying their business operations globally. Through this paper I have tried to do a comparative study of HRM practices in two different MNCs, one which is an Indian MNC and another one, a Chinese MNC. The focus is mainly on the need of eliminating cross cultural barriers from business and thus helping out HR professionals in crafting better HR strategies and plans to run organisations in more effective manner. The recruitment processes, training and development, compensation and reward processes in various organization is mainly dependent on the culture prevailing in that country in which the organization is working. All these areas need to be integrated using technology as an enabler. The political scenario, the art and culture, the individual behaviorism, the religious views, all have a larger influence in shaping the culture of an organization.

KEYWORDS: HRM, India, China, Culture, Organisations, Recruitment, Learning and Development, Cross Cultural Management.

INTRODUCTION

The practices conducted in human resource management department throughout various organizations in the world largely depend on the culture and traditions of

that country. It is evident from earlier studies that culture has a great role in shaping individual's behavior and this behavior has to do a lot with the workplace attitude of an employee. The world is moving towards an era where countries are going to depend on each other for flourishment. At this juncture, organisations, particularly MNCs are going to depend on various other countries for the supply of raw materials, natural resources, equipments, workforce(skilled labours) and technology.

Organisations need people who are best in the breed to map the competency levels and for this purpose they are ready to recruit from any part of the world. This is the time when cross cultural management gives a boost to HRM. Moreover, the increasing internationalization, and globalization, of business makes it more difficult than ever to understand how to establish HRM procedures which can deal with considerable cultural, national differences and establish a common HRM practice.

This paper address this issue of cross cultural management through reviewing the results of a comparative survey of HRM practices in an Indian and Chinese company matched as far as possible by size and popularity. After explaining the methodology and providing some background information about the context of Chinese and Indian business, the paper describes the current usage of cross cultural management in HRM practices in these two countries with the examples taken from the industry.

METHODOLOGY

This research is based on my study on various previous papers presented by researchers in this field(Mark- Easterby Smith, Danusia Malina and Lu yuan). I had studied the cultural background in China and in India before writing this paper. There is a lack of direct comparisons because of some barriers which is a major weakness in this paper and this weakness was a part of the major earlier studies on human resource management.

The reason for choosing a comparison between India and China was that there are marked comparative similarities and differences between these two countries. In China, there is a stronger emphasis on relationships, group orientation, and respect for age and hierarchy which can be seen in India also. In India, the division of work is somewhat based on gender and the major trading partners of India are the United

States, the United Kingdom, Russia and Germany. Political animosities have long ensured that trade with neighboring South Asian countries remains minimal, although there is now considerable transborder trade with Nepal, Sri Lanka, Bangladesh, and Bhutan. In China, initially under communism, wages were predetermined and did not reward productivity. That system was modified in 1978 and again in 1986 to allow for wage increases and firings in relation to productivity. Under Deng Xiaoping's leadership, people were encouraged to develop their entrepreneurial skills as shopkeepers and taxi drivers and in other small business ventures which boosted the country's economic growth. We should also take this into account that India got liberalisation in 1991, whereas in China, the market economy have been set in train since 1979. These differences would therefore suggest that elements of HRM would be quite different in China compared to that in India.

The companies chosen for investigation were also located in different industries and the variation was relatively high. Thus, HUAWEI is a Chinese mobile company and TATA MOTORS is an Indian automobile company. This analysis would further help researchers to understand how things work in Chinese organisations and also the Chinese and Indian organisations. The data was obtained from various previous studies and research papers, from relevant net sources and documents and based on previously prepared questionnaires.

A summary for each company was taken from their official websites and previously conducted studies of various researches on these companies. Culture of any particular country is very difficult to define and I have tried not to equate the cultural differences of any country with national differences.

BACKGROUND OF HRM IN CHINA

Chinese mainly focus on Training and Development Systems when considering HRM. This is because, since the advent of economic reforms in 1979, training and development were seen nationally as a key to the country's development in China. Hence provision was organized nationally through compulsory training courses for all top managers, the establishment of a national network of Cadre Training Institutes and the development of postgraduate courses in management within most of the country's leading universities (Mark Easterby-Smith, Danusia Malina, Lu-Yuan; 1995).

Academic researches have already been carried out in limited amount, on other aspects of HRM in Chinese companies. Some of the notable studies include the work of Warner (1986, 1993), Takahara (1992) and Child (1994) on remuneration; Osigweh and Huo (1993) on relationships between employers and employees; and the broad overview of HRM and management in China provided by Laaksonen (1988). China formed industrial ministries and bureaus for the supervision of all its public enterprises which keeps a tight grip on internal decisions in relation to both business and human resource matters at present. The Ministry of Labour and Personnel (MoLP) produces regulations to govern human resource procedures for both workers (labour) and personnel (cadres). In addition, there is a dual power structure within every Chinese Organization consisting of executive management and the party. Each has its own internal structure – for example, the Party has a separate organization department which parallels the function of the personnel department. Each also has an independent reporting relationship to superior authorities outside the organization. Although the executive system has formal responsibility for decision making, the Party's influence has been somewhat reinforced since June 1989.

Promotion criteria in China include:

- Loyalty to party
- Good quality of relationships
- Hard worker
- Good 'moral' practices

BACKGROUND OF HRM IN INDIA

In the contemporary world, we can clearly say that Indian management is still influenced by the residual traces of the wisdom that is generated from ancient management practices. Feelings and emotions associated with caste affairs influenced managers in areas like recruitment, promotion and work allocation which at many times created problems in workplace (Chatterjee, S. R. 2007). Indian institutions and organisations separated lower castes and tribal communities by separating them with a new identity called 'scheduled castes and scheduled tribes'. 'Reservation', is the new name given by the Indian politics to this practice, which is a strict quota system to achieve equity of castes. The central government has decreed 15 per cent of recruitment to be reserved for scheduled castes, and a further seven

and half per cent for scheduled tribes along with a further 27 per cent which has been decreed for other backward castes. However, recent studies prove that the liberalization of markets and global linkages have created transformation of attitudes towards human resource (HR) policies and practices (Chatterjee, S. R. 2007). In a recent survey of Indian CEO's, it was suggested that Indian managerial leaders were now less dependent on their personal charisma, but they emphasized logical and step by step implementation processes while taking decisions regarding the growth of organization. Demographic uniqueness is one of the noteworthy features of Indian workplace. The retirement is between 55 to 58 years of age in most public sector organisations in India, which indicates that Indian workplaces are largely dominated by youths. This further indicates that there will be large workforce in India in the near future who requires job to showcase their talent.

CROSS-CULTURAL TRAINING IN CHINA

Even if there is a limited literature that addresses the issues of cross-cultural training in China, we can see that a number of researchers have attempted to categorise the content of cross-cultural training programmes (Tung, 1981; Early, 1987; Mendenhall and Oddou, 1985). With regards to training programmes, these researchers identified five key issues which are as follows: area studies, cultural assimilation, language preparation, sensitivity training, and field experience. For example, area studies include useful geographical and demographic business information; cultural assimilation involves an introduction to business theories and cultural practices; language preparation considers the wider aspects of business language and communication; sensitivity training illustrates interpersonal skills, e.g. in the interaction between employees and customers; and field experience tests theories and practices in the work place and supported by study visits to overseas sites on a regular basis with a view to improving overall managerial performance.

These practices identified by these researches are nowadays used as a great practice by HR practitioners all over world to improve managerial skills. There is another model called Brislin's (1979) model which classifies cross-cultural training methods into three types: cognitive (the learning of information and skills from lecture-type non-participatory lessons), affective (the learning of cultural insights through techniques that raise affective responses including culture assimilator

training, role-play, and case study), and behavioral/Experiential (programmes involving sensitivity training, field experience, simulations).

TATA GROUP AND HRM PRACTICES

It was Jamsetji Nusserwanji Tata, who in 1868 took the initiative or who has laid down the foundation for what later on became the TATA GROUP. In 1991, Ratan Tata took over as the Chairman of Tata group and then designed Tata group into a fast changing business environment where old rules did not apply and new realities were taking hold. According to a source in Tata, "The key in all this growth, which everybody is talking of today, was not the money. It was the management. Led by its chairman, the group has a large and highly competent team of managers in every business, with rapidly growing experience of international operations. This talent was nurtured over the decades, and has now been given a new impetus by the internal revitalisation. This was the flab that has become muscle."

LEARNING AND DEVELOPMENT IN TATA

The TATA group's commitment to its people has resulted in the establishment of institutions such as Tata Management Training Centre and the programmes such as TAS. TAS is an entry level induction programme which provides young managers multiple opportunities for professional growth and makes them a part of talent pool that could be tapped by companies across the TATA organization.

TATA AFFIRMATIVE ACTION PROGRAMME

This programme commits TATA companies to exercising positive discrimination in employing personal from historically disadvantaged communities. This show cases the TATAs interest in developing individuals across cultures. They took an affirmative action aligned with Confederation of Indian Industry, to focus on four areas of development: employment, employability, entrepreneurship and education, i.e., the four E's. TATA companies adhere to the principle of equal opportunity, whether in recruitment or career advancement within the organization.

CULTURAL TRENDS IN TATA

In Tata, they follow a great cultural trend. They diversify in their employee

recruitment and they have their own organisational culture. TCS is one of the world's largest women employer and because of this reason they have so many women friendly initiatives and policies. **Nicole Hall**, operations project manager, Tata Global Beverages, shares her thoughts about working at Tata and why she enjoys her job. She tells that, "What is special about working for Tata Global Beverages are the opportunities on a global scale. We have such a vast portfolio of companies that there is unlimited scope to learn, to travel to different regions and understand different cultures and business practices".

To expand its footprint globally Tata launched programs such as LEAD and other group wide initiatives which reaffirm their commitment to diversity and inclusion. They even have an initiative called 'Diversify and Inclusion(D&I) culture' across Tata companies which enables employees to achieve their full potential without being discriminated on the basis of factors such as religion, country, age, gender, ethnicity, race and physical and mental ability.

The D&I strategy of the group has been further strengthened with the launch of Tata LEAD. Launched in March 2014, the initiative is steered by the Group Diversity Council (GDC), which comprises representatives from group companies and provides strategic direction to the programme. A multi-prolonged approach is adopted for the implementation of Tata LEAD.

The Tata group's global footprint spans more than 100 countries in six continents which shows their steps towards working across cultures. From the day of their inception they have been thinking international in terms of their approach.

A very striking coincidence that can be highlighted here is that the founder of Tata, Jamsetji Tata, began his business career in international trade in China and England. I am here enforcing the word 'China', to show that even Tata has a close connection with the working conditions in China. The businesses that TATA group established in India measured up to international standards and used world-class technology. Tata Exports (now Tata International) was set up in 1962 and currently Tata companies export their products and services to over 150 countries which shows their active participation across geographic boundaries. At times, TATA group has even hired a Human Resource(HR) consulting firm to restructure the remuneration paid to its employees across group companies. This is all about Tata group which I want to show through this paper that why I took the comparisons between this traditional business group in India and the Chinese firm.

HUAWEI COMPANY AND HRM PRACTICES

HUAWEI is a leading global information and communications technology (ICT) solutions provider. Driven by responsible operations, ongoing innovation, and open collaboration, they have established a competitive ICT portfolio. They have established themselves in telecom and enterprise networks, devices, and cloud computing. Their ICT solutions, products, and services are used in more than 170 countries and regions, serving over one-third of the world's population. This is the reason which made me to select this Chinese firm for my comparison. With more than 170,000 employees, HUAWEI is committed to diversify its workforce across the globe. HUAWEI technologies, China's biggest telecommunications equipment manufacturer is on its way of transition from an indigenously owned business to a potentially competitive global giant.

On its long run of more than 20 years in business, HUAWEI varied itself from a domestic enterprise to world's leading supplier of communications equipment. They also changed their marketing strategies by addressing the cultural differences during the process of opening up overseas market. According to Ren Zhengfei, founder of HUAWEI, 'while performing an internal analysis, it is important to have a 'global mind-set', which is the ability to analyse the internal environment in ways that are independent on the assumptions of a single country, culture, or context”.

HUAWEI's working model is based on the process of departmentalization, as they split up their workforce into departments such as Research and Development(R&D) and production. Their working structure is highly mechanistic, as there is high specialization and centralization. HUAWEI has a legacy of recruiting employees of high caliber with exceptionally high salary by Chinese standards. For a humble beginning, they started off with 500 R&D staffs and 200 production staffs, and by late 2005,HUAWEI had a workforce of 24,000 employees with 48% of them engaging in R&D works.

In addition to all of the above stated we can see this striking thing that the employees of the company have high education level when compared to the average workforce in China. More than 85% of its workforce had a bachelors or higher degree, and about 60% had a master's or PhD.

TREATMENT OF WORKFORCE AND CUSTOMERS

Treatment of workforce and customers in HUAWEI is a serious matter of discussion

as there are a large number of cases reported in favour of and in against of the working conditions of HUAWEI. In May 2010, it was reported in the Times of India, that security agencies in India became suspicious of Chinese HUAWEI employees after learning that Indian employees allegedly did not have access to part of HUAWEI's Bangalore Research and Development (R&D) office building. HUAWEI responded that the company employs over 2,000 Indian engineers and just 30 Chinese engineers in the R&D center in Bangalore, and "both Indian and Chinese staff have equal access rights to all our information assets and facilities". According to the Times of India, the intelligence agencies also noted that Chinese employees of HUAWEI had extended their stay in Bangalore for many months. HUAWEI stated that many of these employees were on one-and-a-half-year international assignments to serve as a technical bridge between in-market teams and China, and that "all the Chinese employees had valid visas and did not overstay".

In October 2007, 7,000 HUAWEI employees resigned and were then rehired on short-term contracts, thereby apparently avoiding the unlimited contract provisions of the Labour Contract Law of the People's Republic of China. The company denied by saying that it was exploiting loopholes in the law, while the move was condemned by local government and trade union.

HUAWEI's treatment of its workforce in Guangdong Province, Southern China also triggered a media outcry after a 25-year-old software engineer, Hu Xinyu, died in May 2006 from bacterial encephalitis, as a result of what is believed to have been work-related fatigue.

In its 2010 Corporate Social Responsibility report, HUAWEI highlighted the importance of employee health and safety. In 2010, HUAWEI provided annual health checks to all full-time employees and performed 3,200 checks to employees exposed to occupational health risks. Also, in 2011 HUAWEI initiated a Scholarship program, "HUAWEI MAITREE SCHOLARSHIP", for Indian students studying in China.

RESULTS AND CONCLUSION

Globalization is the major driving factor which forces companies to hire from all parts of the world. Studies shows that mergers and acquisition are the reason why companies started needing a global workforce. This shows that we need further studies and researches to tackle this problem of cross cultural trends prevailing in organisations to diversify our workforce to meet the global needs and HR

professionals should also train themselves in this perspective in the near future. My study is on a lower level regarding this issue which I think will be an eye opener to all those who want to study or conduct research further in this regard. We need to take examples and comparisons of many more organisations from different parts of the world to give a right conclusion to this study.

The conclusions that I have derived out of my study regarding the cross-cultural management in these two organisations is discussed here. In India, we should eliminate the practice of believing in our set norms, values, and customs from HR practices. We should consider the fact that in India, we adhere to an Individualistic concept while Chinese believe in a collectivistic model of working. India which has demographic uniqueness and China which has the widest land population should extend their hands to the world so that companies from a global level could scramble a slice of both the markets. Before diversifying their workforce, companies must study the business etiquette and ethics prevailing in that particular country, so that they can successfully manage their employees. While working is a global perspective, it comprises a need to eliminate the differences, be it in wages or in opportunities.

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HRD –A Pragmatic Approach Towards Oneself Evolution

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Abstract

Human resource development is the human process of enhancing skill, knowledge & overall capability of the people in the organisation and/or society. In different parlance HRD may be used with different connotation. In economic term, it could be elucidate as the synthesisation of human capital with its effective allocation & utilization in the economic development. In socio-cultural term, HRD facilitates people to lead flourished life and thus delivers the perceptive increment in the standard of living. Politically, Human resource development democratises citizens of a society. Technically, HRD is the means of human quality improvement.

The objective of this paper is to elucidate the significance of Human resource development in modern, dynamic & complex organisations. The paper also describes why HRD is more relevant & vital in today's context & the ways to maximum reap its fruit in the favour of oneself development.

Key Words: Human Resource Development, Organisation, Human Behaviour, Self Evolution

Profitability & Productivity of an organisation are the synergic effect of two different but integral components, namely, TECHNOLOGY AND HUMAN. Being the mechanical by nature, tech-components can be easily manipulated, however,

human –components are almost impossible to manipulate and requires a great skill & understanding from the Management side to handle this resource with utmost care & expertly. Undoubtedly, the success of any organisation is determined by the 'team'; its people, their calibre and their attitude to succeed and well-perform. Employees are the only resource which is capable of self-propulsion and value addition. Unlike any machinery that gets devalued or depreciates with time and age, the human resource i.e., 'people' appreciates with age and experience. So they are very special. But there is a big question mark to this otherwise truthful statement. Unless the people are developed and kept satisfied, it is unlikely that any improvements can be made in terms of production, productivity, and quality or customer service. So corporations would need to address their working environment so as to ensure full involvement and commitment of employees in their jobs. But, basically the initiative for self-development has to come from the person himself.

Work is at the centre of life in modern industrial society. People spend as long as 20 years or even more, preparing to enter the world of work. During the middle 30 to 40 years of life, they devote as much as half of each working day to work. They spend additional two or more hours daily, commuting to and from work.

The Complexity of Human Behaviour

In the day-to-day industrial working, the human factor exhibits a variety of traits and characteristics and there is no uniform pattern of behaviour amongst all the individuals working together. It is unfortunate that we get disturbed and pained not so much by our own problems or troubles as we do out of our jealousy and envy to see the other person's prosperity. An employee may be happy with his lot, but the other person's growth haunts him. When we seek to sympathise or shed so-called crocodile tears on seeing other's sufferings, we do, in the process of that, feel relieved that we are better off than the person with whom we are pretending to sympathise.

Every person working in an organisation is an independent entity having his own ideas and sense of values. Every person in the organisation has his own sense of ego,

urge for survival, desire for self-improvement and fulfilment. In pursuing the objectives of the organisation, he is also pursuing his own individual objectives. It would not be wrong to state that basically people come to work to achieve and materialise their own individual needs and objectives and in the process of that the organisation's work gets done. And various persons simultaneously doing this does not necessarily make a homogeneous group. Expectations and aspirations of one person may stand in the way of ambitions of another. Similarly, satisfaction of an expectation of one person might create frustration and disappointment in another and vice-versa. Therefore, in spite of their allegiance to the common objectives of the organisation, the mutual relationships of employees may become ambiguous and in certain cases abrasive. Interpersonal conflict situations are thus evident. The working as a joint team for achieving organisational goals, therefore, gets difficult and complicated. Persons unable to manage themselves have not come to terms with their own aspirations and frustrations and are unable to trust others and have problems in participation and delegation, which are the most vital aspect of management. Certain numbness in work-relationships, therefore, creeps in and by and by it results in a strange kind of 'obsolescence' in human activity.

Management Theories - The Modern Hypocrisy About:

Before 1930, studies concentrated on the physical surroundings of people at work and how they could be improved. There was little consideration of a person's attitudes towards the job he performed. From 1930's on, especially since the famous Hawthorne Studies, interest in trying to learn about the thoughts, feeling and attitudes of people at work increased. A feeling developed that a person's work should have meaning to him and that he should feel good about doing his work. The Hawthorne Studies emphasised the importance of informal group norms and the pattern of interaction among members of the group to productivity and satisfaction.

However, in recent years a lot of management attention has been taken out, a lot of thinking has been done and many studies have been undertaken in various countries, particularly in Japan, to recognise the very vital importance of human-

factor in an industrial setting and to develop it. The Eighties and Nineties have been a wonderful time for management consultants and there has, in fact, been a mushroom growth of this elite 'tribe'. More new management theories have been thrown up and more acronyms created than ever before. JQT, JIT, TQM, TQC, TEL, TBM, BPR, KAIZEN etc. have been buzzwords in corporate boardrooms. Organisations have been twisting and turning themselves upside down to form floating teams in crazy pursuit of these theories, which they think is a panacea for all their ills. Too many ideas are being adopted by organisations with overzealous fervour and then are junked and dumped as the new flavour-of-the-month catches on. Indian management gurus have been hot-footing it to Japan to learn about Japanese techniques, but in the process completely ignoring the fact that when it comes to implementation back home, while they might be able to make their employees sing company's morning-song together or make all levels of employees, including the Directors, eat same food in the common canteen, how can they instil in their employees, the type of national character, values and commitment that Japanese have. It has all started back-firing, even in prestigiously progressive organisations in India.

The Craze About Seminars/ Conferences:

More managers than ever pour on to various courses, Seminars, Conferences, seemingly keener than ever before to glean information and knowledge from the proceedings. They sit through appalling performances (generally morning sessions only; after a well laid-out sumptuous lunch attendance is thinned) by lecturers/trainers, hungrily gathering up handouts, pens/ pencils and hoard them in attractive folders, wade through irrelevant case-studies, engage in all sort of games like in- try and role-model exercises, and all this because they grossly over-rate or under-rate the worthwhile of learning/ knowing. But in the process of this, thanks to liberalisation, the foreign, so called, trainers with a glut in their own respective countries are also having a field-day here in this country because, by and large, the Indian psyche is that anything that is “phoren” is special.

The gigantic efforts undertaken by various training institutions, including the ever-

growing modern breed of elite trainers/ consultants, to train out managers in utilising modern management techniques often makes one wonder whether we are trying to provide spectacles to “illiterates”, hoping they will be able to read just by using the spectacles.

Self Development

Ordinarily we are looking at everything else except our own self. We look at other people, other things but we never seem to look at ourselves. This state of mind brings in only jealousy, enviousness, bias and hatred, heart-burning and so on and so forth. Then we start feeling depressed. And if one thinks of oneself as being depressed, he will ever remain depressed. If one thinks of oneself as unhappy, he will, for sure remain unhappy. An old man who was always seen very happy and cheerful was asked by some one: “How is it that you are always so happy and cheerful?” He replied: “I have understood that there are only two options; either be happy or unhappy. So each morning when I get up from my bed, I remember my God; stretch my limbs; have a hearty laugh to stretch my lungs for higher in-take of oxygen and then choose to be happy and cheerful” throughout the day. How is it that most of us usually choose to be unhappy? How is it that we are not aware of the choice?

If we can effectively manage human resources, a major constraint to increased productivity and improved performance would be largely taken care of. One must remember that human resource, unlike most other resources, is volatile and therefore it requires a very high degree of skill and sensitivity to handle this very volatile substance.

We should stop looking at HRD from a very narrow point of view. HRD is just a means to an end, and not an end in itself. What is this end? This end is nothing but creating and developing an organisational working culture and environment where working is extremely enjoyable and satisfying; where maximum satisfaction of not only one's basic needs but higher order needs of recognition, achievement, self-esteem and self-actualisation are met. An old, rather rustic, 'Munim Ji' who had worked almost life-long in a Marwari Company asked surprisingly as to what was this all fan-

fare about HRD today. In yester-years, paternalistic approach to HRD worked wonders for the organisations. Seth ji would, very informally, enquire from his Munim ji as to how many daughters he had and ask him not to bother himself as far as their marriage was concerned or would ask him whether he needed any financial help to build his house back in his village etc. He would thus make him forget his worries altogether and instead get him committed/devoted whole-heartedly to his job in the service of the Seth Ji. It was 'total commitment', instantly. "What else could be the intent and purpose of modern HRD", he quipped. Likewise many firms' HRD, centre around three words: "Caring and Sharing".

What is crucial is to know the earnestness, sense of conviction/ commitment and sincerity of purpose with which such HRD interventions are conceptualised, adopted and sustained in a given organisation. It should not be a case where on the one hand employees, while in a periodical training session on HRD, are nicely talked to and cared for but outside, in the day-to-day interactions with bosses, they are publicly humiliated, shouted at and addressed as fools, parasites, idiots and as so on and so forth. Unfortunately, there generally is no cohesion between thought and speech. Such situations are generally very common in the Indian Corporate Scene and play havoc with the psyche of employees as far as their motivation and commitment to job is concerned. We must understand this for certain. Any change has to come from the top.

The Three Cardinal Principles

The saints have said it that any one who is sincerely involved in an exercise at self-development has to understand and follow the three cardinal principles, namely:

(a) Control over one's speech: Talk less. Somebody has said God wants us to 'speak' less and 'hear' more otherwise He would not have bestowed us with only one mouth but two ears. The more one speaks, the more he is likely to expose himself and, in the process, to hurt others and create aberrations.

Somebody says something unpalatable and we feel anger. We react. We never try to understand why; why this anger? We do not seem to remember that anger strikes at our own body-systems more than at the person against whom the anger is directed.

We slowly get burnt by it. We must try to understand why it is happening; from where it is coming; where the roots are; how it happens; how it overpowers our logic and senses; how in anger we become mad. It is not intended to make it a philosophical issue. We need not go to a Library to consult books on 'Anger' No Freud is to be consulted on it. It is just foolish to consult someone else when the anger is happening to us. If we know to control our speech, we certainly can know it; understand its phenomena anger, the less it happens and we understand it perfectly, it disappears. Understanding is like heat. When the heat brings water to boiling point, water disappears evaporates.

(b) Control ego: It is common knowledge that ego is at the root of all our problems and ills. And yet we nurse it and go on inflating it. Whenever ego is not fed, uneasiness, discomfort is felt. The more one goes on feeding the ego, the more it demands, and there is no end to it. Nobody wants to drop the ego. We have a need to be needed. Somebody must need us we feel good and the more people need us, we feel better. The fact is that people who assert their egos too much are always people who cannot influence others. Then they, by losing temper, try to become assertive because that is their only way. On the other hand if they can influence people, if they can persuade, they will never be assertive. They will be very humble. They will not look egoistic. But if one's ego is his meaning, his significance, he would seek more and more egoistic journeys somebody through wealth; somebody through status, power prestige; somebody through politics; somebody through religion, priesthood and so on and so forth. But the end, the result, the goal, is the same: seeking more and more "I", seeking more and more ego.

But when the ego is not there; when one is not very much preoccupied with 'I' feeling; when one is not thinking about oneself only; when one thinks of and cares for others also; when there is no 'self' that is what Lord Buddha calls "anantta" no selfness. That is when ego drops, disappears. When this would happen, living would be blissful. It is easy said than done. But what a person perhaps can do is to have his "I" (ego) alright but know it and remember it ever that he is there because of the blessings of God. This means that a person should attempt to connect his existence to Lord Almighty.

(c) Follow Righteous Path: One must, as far as possible try to be in the company of right-thinking people; noble, saintly people. Read and listen about good things in life. Appreciate and emulate what is good, bright and positive around us. Try to understand people and situations. A holy or saintly man is a man of understanding, nothing else! A sinner is a man of no understanding. Between a holy man and a sinner, the distinction is not of holiness and sin; it is of understanding. Understanding comes by looking at both sides of the coin; by listening to both sides of the story; by not hating people; by being able to place oneself in the other man's shoes and then feeling where it pinches; by trying to enlarge one's vision and looking at the 'whole' and not the 'part' only.

The Harmony

The important thing about harmony is that it is dependent for its very existence on the diversity of the individual parts of which it is composed. All life yearns for harmony around itself. Creatures other than human beings can only take what comes to them crush the discordant elements or get crushed by them. Only human beings can take the diversity of each others individuality and blend them together in a harmony far beyond and above what any of the individuals could experience on their own. This ability to create harmony would come through team-work, when each player in it trains/develops himself and excels in playing his role individually as well as collectively.

Let all of us remember that mind is the reason both for bondage, and for release of human capabilities. The choice is ours; how we set the mind? The mind that is not at 'ease' is 'diseased'. It is only with a healthy mind and body that one can perform good work and be a good human being in 'totality'. If we consciously aim at self development, the life would be far more simple, peaceful and blissful.

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