

**A STUDY ON HUMAN RESOURCE DEVELOPMENT
ACTIVITIES IN COIRFED, ALAPPUZHA**

by

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COLEGE OF CO-OPERATION BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR- 680656

KERALA, INDIA.

2018

DECLARATION

DECLARATION

We, hereby declare that this project report entitled “**A STUDY ON HUMAN RESOURCE DEVELOPMENT ACTIVITIES IN COIRFED, ALAPPUZHA**” is a bonafide record of research work done by us during the course of project work and that it has not previously formed the basis for the award to us for any degree/diploma, associateship, fellowship or other similar title of any other University or society.

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CERTIFICATE

CERTIFICATE

Certified that this project report entitled “A STUDY ON HUMAN RESOURCE DEVELOPMENT ACTIVITIES IN COIRFED, ALAPPUZHA” is a record of project work done independently by Ms. Athira.S.Krishna under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship or other similar title to them.


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This is to certify that Ms.Athira.S.krishna, MBA Final Year Student of Kerala Agricultural university, Vellanikkara, Thrissur has conducted ' A Study on Impact of HRD Activities in Kerala State Co-operative Coir Marketing Federation" (COIRFED) Alappuzha for a period from 1.09.2018 to 31.11.2018 and has successfully completed the same.

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For any errors or inadequacies that may remain in this work, of course the responsibility is entirely my own.

ATHIRA.S.KRISHNA

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Chapter I
DESIGN OF THE STUDY

Chapter I

DESIGN OF THE STUDY

1.1 INTRODUCTION

Human Resource Management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Human resource management (HRM) is the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices". At companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community.

Human Resource Development is the part of human resource management that specially deals with development of the employees in the organization. Human Resource Development includes training a person after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities. HRD has become a major function of Human Resource Management (HRM). Hence, a well-planned system must be a part of HRM of every organization.

HRD is a total system with various sub systems. Various HRD thinkers and professionals have designed the mechanism of HRD in different ways. Prof. T. V. Rao opines that the sub systems should comprise the performance appraisal, potential appraisal and development, feedback and performance coaching, career planning, training, organization development, rewards, employee's welfare and the quality of work life and human resource information system. There are many instruments that can be used to facilitate HRD. These instruments may be called sub systems, methods or mechanisms. Each of these sub systems focuses on some particular aspect of HRD. To have a comprehensive HRD, many of these instruments may be needed to be used simultaneously.

In the wake of globalization, liberalization and privatization on economic front, organizations are expected to make objective assessment of existing status of their HRD system and processes in order to evolve need based pragmatic HRD Agenda for the future. In this

context the present study gives a concrete base and direction as it provides the empirical evidence as regards to current status of HRD Sub-systems & facilitators in relation to HR productivity with reference to Indian Private Sector and Public Sector Organizations. Almost all the selected sub-systems of HRD have been found to be moderately effective. HR Productivity has also been found to be confined only to moderate level. The selected HRD sub-systems, concerns of various stakeholders for HRD cause and the selected management styles have been found to have significant impact on HR effectiveness. Such findings of the study indicate that in order to improve the level of HR effectiveness, there exists a dire need of continuous improvement in design and implementation of HRD subsystems.

The Kerala State Co-operative Coir Marketing Federation LTD (COIRFED), Established in the year 1979 as the Apex Federation of primary Coir Co-operatives functioning in play a pivotal role in the Coir sector of the Country. It enjoys the unique status of dealing only in Biodegradable and nature friendly products. its headquarters located in the Coir capital of the Country, Alappuzha.

1.2 STATEMENT OF THE PROBLEM

Productivity is a vital component in every organization and its people are the effective means for improving productivity. Without a dedicated, committed and enthusiastic workforce, the objective of optimum level of productivity cannot be achieved. But these traits cannot be bought from the market. They have to be developed in the people comprising the organization. Therefore, the enlightened and progressive management has to create conducive work environment where people are continuously motivated to realize their potentialities.. Human Resource and its role in the development of the organization is now a widely discussed subject. An efficient and satisfied workforce is the most significant factor for the organizational effectiveness and managerial excellence. HRD is a vast field and considered to be an important one for any organization to increase the capacity of HR through training and development. So, it is essential to know about the subject on the basis of theory as well as through practical manner. Human Resource Development is needed for an organization to move with dynamism& growth oriented to succeed in a fast changing environment. That's why human resource development seeks to achieve in an organization. So, this study helps the organization to understand the Human Resource Development activities.

1.3 OBJECTIVES

1. To study the HRD activities in COIRFED.
2. To provide recommendations if any based on the observations.

1.4 METHODOLOGY

The methodology adopted for the study is as follows,

1.4.1 DATA SOURCE

Interview schedule was conducted to collect primary data required for the study. Secondary data was collected from journals, books, websites, and articles.

1.4.2 PERIOD OF THE STUDY

The study was from September 2018 to November 2018.

1.4.3 SAMPLING DESIGN

The respondent employees were selected using Stratified Random Sampling method from the identified target group of employees by distributing a structured questionnaire. The study was proposed a sample size of 75 employees out of 375 employees from the company. Which include 5 top level managers, 29 supervisors, and 41 workers as per the proportion of 5:29:41 from 25 managers, 145 supervisors and 205 workers. The responses of employees were collected using structured interview schedule related to HRD.

1.4.4 PARAMETERS OF THE STUDY

1. Performance Appraisal
2. Role Analysis
3. Potential Appraisal
4. Employee Training
5. Employee Performance Review
6. Induction

- 7. Career Planning and Development
- 8. Employee Recruitment
- 9. Employee Compensation
- 10. Quality of Working Life (QWL)
- 11. Quality Circle
- 12. Organization Development (OD)
- 13. Job Rotation

1.4.5 DATA COLLECTION METHOD

The data was collected through Primary and Secondary data.

The primary data were collected through a pre-structured interview schedule. Secondary data collected from published research papers, journals, books, websites, and articles.

1.4.6 PROPOSED STATISTICAL TOOLS OF THE STUDY

Appropriate statistical tools like Percentage analysis and Likert scale are used in order to analyze the personal variables and parameters determining the HRD Activities in Coirfed. The level of HRD activities of the employees was analyzed on the basis of 13 parameters for employees. These parameters include various statements which are graded in Likert scale allotted for the responses are given below.

Responses	Score
Strongly Agree	5
Agree	4
Netural	3
Disagree	2
Strongly Disagree	1

Based on these scores index of each parameter and statements were calculated. The formula for calculating index is:

$$\text{Index for the Statement} = \frac{\text{Total score obtained for the statement}}{\text{Maximum obtainable score for the statement}} \times 100$$

Maximum obtainable score for a Statement

$$= (\text{Maximum score obtained for the opinion} \times \text{Total number of the respondents})$$

When the individual index was calculated the next step is to find out the overall index of the parameters. It is calculated by using the formula:

Overall index for the parameter

$$= \frac{(\text{Total score obtained for the parameter})}{(\text{Maximum score} \times \text{Number of respondents} \times \text{number of statements})} \times 100$$

The level of HRD activities are categorized as High, Good, Moderate, Poor, and Very poor based on the satisfaction index obtained.

Index	Level
>80	High
60-79	Good
40-59	Moderate
20-39	Poor
<20	Very Poor

1.5 SCOPE OF THE STUDY

Human Resource Development is a field of knowledge that deals with all those aspects of human beings as are concerned with his creative abilities. In simple terms, the fundamental concern of any Human Resource Development effort is to get the best out of the workers in any given situation, in any given organization. The focus of HRD essentially is enabling workers to self-actualize through a systematic process of developing their existing potentialities and creating

new ones, upholding and tapping potential capabilities of workers both in the present and for the future. This is because organizations facing the challenges of the competitive environment of change need to develop systems by which the development of human resources can ensure to meet the changing organizational needs. The study was intended to analyze the HRD activities of COIRFED, Alappuzha. This will help the management to realize their drawbacks which will in turn help the institution to improve their performance.

1.6 LIMITATIONS

The present study also suffers from some limitations like any the other research work.

- The study was confined to a small sample of 75 employees in COIRFED and the perception is different in employees. Therefore, the result cannot be generalized.
- Respondents bias was affected the data.

1.7 CHAPTERIZATION

The first chapter deals about the introduction, statement of the problem, objective, methodology, scope and limitations of the study. The second chapter explains review of related literature. The third chapter deals with theoretical framework related to HRD. The fourth chapter deals with industrial profile and the company profile of COIRFED. The fifth chapter deals with data analysis and interpretation and the sixth chapter deals with summery of findings, suggestions and conclusion.

Chapter II
REVIEW OF LITERATURE

REVIEW OF LITERATURE

2.1 INTRODUCTION

Coir industry is second to agriculture as a source of employment in Kerala. Coir industry occupies a unique place among the rural traditional cottage industries in India. The coir sector has a strong co-operative footing with nearly 2.5 lakhs workers being members of the primary coir co-operatives. Coir Cooperatives play a significant role in production, processing and marketing of coir and coir products. Kerala State Cooperative Coir Marketing Federation being the apex federation regulating marketing of coir and coir products plays a key role in prospering coir industry in Kerala. The book “Kerala coir –The agenda for modernisation”, written by coir minister Thomas Isaac , dealing with the role of Kerala state cooperative coir marketing federation in modernising traditional coir industry and thereby develop golden fibre of Kerala to its peak level of usage. Thus the analysis of financial performance of coir fed is crucial in assessing the past, present and future of coir industry. In line with this study, some earlier related studies conducted are reviewed to have an in depth knowledge about the topic. A comprehensive review of the past studies is useful to formulate concepts, methodology and tools of analysis to be used for any research. An attempt is made here to review the concepts used and past studies related to the objectives of the study.

Kalyanaraman’s (1989) 12 study on Human Resources Development in Madras Refineries Limited concentrated the following aspects such as (i) Training (ii) Career and Succession planning, performance appraisal (iii) Training and Management Development (iv) Action plan for Training and Management Development and (v) Career and Succession Planning. The above efforts at HRD are geared towards the achievement of corporate objectives and fulfillment of the role that the division has adopted for itself. In the next few years, the division plans to operationalize and review the strategies that have been outlined earlier. Its expected that these efforts shall help integrate the endeavors of all personnel and divisions to achieve the business mission.

Gupta (1998) in his Book “Human Resource Management” has explained the various HRD practices such as, recruitment, selection, placement, induction, training and development, career planning, compensation, performance appraisal employee welfare, grievance procedure and future role of manager in the organization.

Jain (2000) in his Article “Benchmarking: Another Tool in the HRD Toolkit for Organization Development” reported the concept of benchmarking – which is a comparison of an organization with its competitors organization, that’s to identify 35 areas of improvement. It is similar, yet different from, many other popular techniques like BPR, TQM etc. Implementation of benchmarking depends on appropriate method, HRD approach, and training & development. Benchmarking uses lots of data, facts and information in its process. Right interpretation of data and facts is essential. Empowerment of people, combined with orientation about the theme of benchmarking are central for effective implementation. It is excellent to share knowledge, even with competitors. Its essential to open up attitudes and approach towards broader learning.

Aurora and Vazirani (2001) in their Book entitled “Management and Human Resource Development” reported subsystem as human resource planning (HRP), job analysis, recruitment, selection with different sources and process of selection, training concept and methods, and performance appraisal.

Chavare (2001) in his Ph.D.Thesis “A Study of HRD in Vocational Education Institutions in Western Maharashtra” suggested a uniform policy for recruitment in Western Maharashtra. He suggested that, advertisement should be given in Marathi newspapers, vocational education staff selection commission should be formed and vocational education based training should be arranged in a manner. The Researcher had discussed some aspects of HRD such as recruitment, selection, training, development, organization development, reinforcement and career planning.

Raju and Yadav (2001) in their research article have attempt to highlight the current HRD practices in India in relation to various HRD systems and lastly it attempts to examine the extent to which HRD implementation meets the criteria of the Integrated HRD systems approach of Pareek and Rao (1975, 1977) and using this analysis, comment the prerequisites for the success of other recent HRD frameworks for Asian Countries. Data from HRD audits of 12 Indian organizations indicated that HRD function is not well structured is inadequately differentiated,

poorly staffed, and fails to meet the requirements of the Integrated HRD systems Approach evolved for Indian organizations by Udai Pareek and T.V. Rao for L & T, when they were with IIM, Ahmedabad.

Bhola (2002) in his Ph.D. Thesis “A Study Of Quality Of Work Life In Casting And Machine Shop Industry, In Kolhapur” suggested that employees should get the wages according to Minimum Wages Act, the sizable reserve fund should be created to invest in the variables of QWL, attempt needs to minimize the workers fatigue, proper infrastructure standard should be laid to avoid dullness in the work environment, safety space to be kept between two machines, safety guards, shoes, sanitary, drainage, floor cleanliness, drinking water, first aid etc. should be provided to employees, training and development, job diagnosis and redesign, career planning, employee security, team work, suggestion box etc. be arranged and there should be social interaction, intra-firm communication, social relevance of work and existence of unions, collective bargaining and joint management committee in the organizations.

Mishra and Kavita (2002) in his thesis “A study of ‘HRD practices in LIC of India’ concludes that HRD practices are just using an average level in LIC. It has a large reservoir of competent manpower should take steps to reorient its methods of organization of work and evolve suitable manpower development programmes, so that all the employees are given opportunities to utilize their knowledge, qualifications, experience and skills in their development. It would go a long way in removing the feelings of frustration at present prevailing among the employees and improving the overall staff morale and staff productivity.

Panchal (2002) in his M.Phil Dissertation “A Study of HRM In life Insurance Corporation of India with Special Reference to Solapur District” reported that, the training should be arranged, frequently. The computer training is also necessary for employees. The LIC should concentrate on employee welfare facilities such as canteen facility, recreation facility etc. Here the researcher had surveyed only selected HR policies such as manpower planning, recruitment, selection, training and development, absenteeism etc.

Pattanayak (2002) in his Book entitled “Human Resource Management” focused on selected H.R.D. sub systems which help to evaluate the performance of employees, provide career

planning, training and development, better quality of work life and arrangement for quality circles, reward system and organization development programs.

Ramanan (2002) has highlighted the intricacy and importance of Potential Appraisal as a powerful tool for organizational and individual development and effectiveness. This illustrates the difference between and improvements upon the traditional personnel appraisal tool. The author has designed a sample potential Appraisal Form to be filled by the appraiser and the reviewing officer which may serve as a practical guide to the corporate world.

Gary (2003) in his book entitled “Human Resource Management” lays specific emphasis on Information Technology in HRD and its use in effectiveness of recruitment, selection and placement of an employee on the job training, development, performance appraisal, career planning activities for the employees, compensation and maintenance of employees in the organization by highlighting HR’s roles” “HR Net” along with the “Strategic Overview” and “Strategic HR”.

Sheth (2005) in “HRD through OCTAPACE culture”, has highlighted on OCTAPACE culture, OCTAPACE implies Openness, Collaboration, Trust, Authenticity Protection, Autonomy, Confrontation and Experimentation. Author has examined some of the changes, required in different sub-systems of HRD with special reference to the liberalized and globalized economy in the 21st century.

Nandan and Thakur(2007), in the article “Performance Appraisal: A Tool of HRD” after detailed analysis of the appraisal system of an organization – Scooters India Ltd., have found certain strengths and weakness of the system. They in this article have suggested some measures for achieving the objectives of performance appraisal system. They say that many public sector organizations have tailored their appraisal systems to efficiently manage the performance of employees in the era of intense competition, not many changes have been made in appraisal system of SIL. The only changes made have been the introduction of self-appraisal and the greater emphasis on the training as per the observations made by the authors.

Review of literature in the context of Indian Research on HRD Activities.

Pareek and Rao (1977) Larsen & Toubro a prominent Engineering Company in India had appointed two consultants from the Indian Institute of Management, Ahmadabad to study the effect of performance appraisal systems and make recommendations for improving it. The two consultants (Pareek and Rao, 1975) studied the system through interviews and suggested a new system. They recommended that "... Performance Appraisal, Potential Appraisal, Feedback and Counseling, Career Development, Career Planning and Training and Development get attention as unique parts of an integrated system which we call the Human Resources Development System" This system was proposed as a separate system with strong linkages with Personnel (Human Resources) system. In their second report of the Human Resources system in L&T suggested that the personnel function be viewed as Human Resources Function (HRF). Personnel Administration, HRD, Worker Affairs and Organization development should be added to the HRD Function, the consultants recommended that..." Since OD is being added now, it is necessary to strengthen the part of HRD.

Porter (1985) has described a wider outlook and suggested that firms should analyze their competitive environment, choose their strategies and then acquire the resources needed to implement those strategies. Almost all the firms use same resources to implement these strategies or to have the same access to these resources. He has discussed organizational internal qualities that may affect competitive advantage. He argue that human resources management policies can present a important source of competitive advantage because they make employee more effective and productive. Superior employees create superiority in their activities. Porter thus comes to the conclusion that there exist strong interaction between the quality of a firm's human resources management practices and its sources of competitive advantage in the markets.

Abraham (1989) surveyed the HRD practices of 68 Indian organizations. He measured various elements of the HRD profile of these organizations including Training performance appraisal, career planning, Employee counseling, promotions, rewards etc. and the HRD climate (openness, collaboration, trust, authenticity, pro-action, autonomy, confrontation). Abraham also constructed an index of growth of the company profitability as a measure of organizational performance. He was able to use this index only in 14 of the 68 companies. He found that while

the HRD profile did not correlate with the company performance, the HRD climate did. He found that the perception of the HRD climate of the company was more important than the HRD practice itself. This study also indicates that HRD culture is a powerful intervening variable in translating HRD activities into profit. The HRD manager matters a lot in this regard along with line managers and top management.

Rajan (1990) in his book entitled —implementing human resource development dealt with the implementation part of HRD. The work gives an insight to improve the implementation process and develop theoretical understanding about HRD implementation. In this book attention is given to different aspects and issues involved in HRD like manpower planning, education and training, impact of liberalization and globalization, total quality management and human resource accounting and HR dimensions of the new economic policy.

Bharwaj and Khandelwal, (1993) in their research work entitled HRD: A key to organizational Effectiveness. linked HRD managers, line managers and top management for successful implementation of HRD practices, after review of several case studies and experiences in India, noted Western and third World studies of organizational excellence indicate five major keys to organizational excellence: mission, vision of excellence, core values, style of management; goals, policies and choice of domain; management systems and structure; and organizational renewal processes of the organization.

Dandekar and Sathye (1994) Improving HRD in the Power Sector: The Case of Performance Appraisal in MSEB, assessed the importance of human resource in state electricity board Maharashtra. Improvement in the performance of Public Sector Undertakings is by and large depends upon the development of Human Resources available in the organization. The role of HRD becomes essential with improvement in service sector where technology up gradation demands the efficient and productive workforce to achieve organizational targets. Service sector where people interface are of great importance, the role of HRD in utilizing human capital to enhance the knowledge, skills and efficiency in order to motivate people.

Jain (1996) in his publication —HRD Practices in Indian Industriesl examines the impact of HRD policies and practices on increasing Organizational Effectiveness and through light on the development of a cohesive HRD climate. He studied the conceptual framework of HRD by

undertaking the past and present patterns of HRD in two public sector undertakings which is BHEL and NFI. He studied that the relationship between HRD variables, personal factors and effectiveness variables. The author emphasized that the importance of the HRD practices are yet to be acknowledged in their contribution towards the organizational effectiveness. In this context the author also presented a general model of HRD, which explains the factors contributing significantly for the development of public sector undertakings in India.

Bhatia (1997) Human Resource Development: India in Global Context Presented a comparative analysis of the development of Human Resource of the countries in the world, based upon the Human Development Index. Further, India is one of the bottom line countries having the lower development of human resource. Their study concluded that the bureaucratic controls, centralized planning and administration, poor allocations and inadequate outlays for infrastructure in schools, colleges, universities, libraries and laboratories and training of teachers have resulted into inefficiency of the present educational system. Further education and health services should be given the priority deserved to meets the objective of development of people.

Venkateswaran (1997) conducted a study entitled —A note on HRD Climate revealed that early identification of human resource potential and development of their skill are the main tasks of the HRD department. The study based on the response of 132 executives of large public sector unit of engineering organization. This study proves the existence of favorable HRD climate in the organization. The results of the study revealed that the HRD dimensions increases the employee interest in the work place thereby eliciting a higher level of performance in the organization.

Sivasubramaniam and Venkataratnam (1998) studied the relationship between HRM and firm performance in 52 companies in India. This research gives evidence of relationship of HRM with company performance. The findings stated that, an adoption of HR strategy translates into 4% edge in return on investment and nearly 5% advantage in return on assets. It was also observed that match between HR strategy and business strategy results in the reduction of 8% in turnover rates. They recommended that when market conditions get togher and competitors attempts to imitate our products and services, which is sustainable and un-imitable is the Human resource based advantage in the organization.

Udai and Rao (1999) in —designing & managing human resource system depicts the fluctuating trends in designing & managing human resource system. Recognize the importance of HRD and the limitations of personnel department. Many organizations have established new HRD department. This includes some new additions namely career planning & development, induction training, socialization, mentoring etc. This also gives information about professional bodies and academic institutions active in the field of HRD.

Vidya (2002) conducted a study on HRD, observes that "Human Resource Development (HRD)" signifies an effort aimed at qualitative improvement of human beings in their specific role as assets of an organization. HRD intrinsically recognizes that, "People" are the organizations singularly important and valuable resources and that they needed to be developed in terms of their knowledge, skills and attitudes for achieving their personal as well as organizational goals. Because only dynamic people can built dynamic organizations, only competent and motivated people enable an organization achieve its goals.

Maitin,(2003) In his article "Dynamic Human Resources" stated that, out of wide variety of resources which participated in the process of organizational growth, human resources are the most dynamic element of efficiency and productivity. In the context of modern information age, manpower owns the responsibility of information mobilization and their profitable utilization, which increases performance of the organization. The role of human resource as great intellectual assets in the management is too valuable to accelerate the rate of economic progress.

Goyal (2004) concluded in his study that, human resource plays an important role in development and growth of any organization and for that matter of any economy. Among all the factors of production only human resource are living being and have unlimited capacity and potentials. Such capacity and potentials of human being can be developed for the benefit of organization by applying proper strategies. Human beings are not only active factor of production in itself but it also activates other inactive and inert factor of production like money, materials, machines and methods. In this present age of globalization, survival and growth of any organization depends on the proper development of its human resources.

Singh (2004) in his research paper entitled —Impact of HR practices on perceived firm performance in India studied impact of HR practices on perceived firm performance in India

identifying 82 firms out of a sample of 359 firms selected from BT- 500 index with response rate of 22.84 %. The study used various HR Practices as independent variables whereas the perceived organizational performance and market performance as dependent variables. This results indicated that there is highly significant relationship between two human resource practices Training ($r = 0.37, 0.39$) and Compensation system ($r = 0.41, 0.43$) and positive impacts on perceived general and market performance of the firms, indicating that an increase of (1) unit in compensation will increase (0.41) in the firm's performance and (0.43) in the firm's market performance. An addition of (1) unit in training will enhance (0.37) the firm's performance and (0.39) in the firm's market performance, secondly,. On the other hand two practices, namely job definition ($r = -0.21$) and career planning system ($r = -0.15$) had a negative and an insignificant impact on perceived firm performance. This result highlighted the positive relation among several HR practices like Training, employee participation, compensation, selection, performance appraisal, and firm performance with correlation point $r = 0.32$. This study hold the importance because it has been conducted outside US context where most of the previous studies of this type have been conducted earlier.

Chalam and Srinivas (2005) made an attempt to explore the basic gender disagreement with respect to HRD Climate in 20 branches of SBI at Andhra Pradesh. Findings of the study showed that women employees have much more concern on HRD climate than men. They come up with high level of satisfaction in respect of HRD Practices. Female Employees had higher degree of pleasure towards the HRD Climate. It was also revealed that women respondents closely observed and followed the Human Resource development climate of the Bank and were also very loyal towards the bank regarding their commitment towards the work.

Subramanian(2005) expressing the views regarding recruitment and selection of employees stated that any organization which gives a fair share of attention to the recruitment and selection of its people is bound to get good returns. Recruitment and selection should be viewed in the wider context of the organizational future. Therefore, an important strategic issue to consider is how the recruitment and selection activity can contribute to long term business goals.

Shahnawaz and Rakesh (2006) in their research paper "Human Resource Management Practices and Organizational Commitment in Different Organizations" concluded that HRM refers to the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions. HRM focuses on congruence and commitments instead of compliance and control. This study suggested that there is a need to develop industry specific HRM policy and practices to remain competitive and to develop committed workforce.

Pandey (2007) described that in the changing scenario the role of HR in the organization must be align with organizational goals. This can be achieved through best HR practices. This paper provided diverse HRM reforms and suggesting best HRM practices. Quality of life for workers and positive organizational climate would be the greatest contributor for the retention of workers and for their high morale. It was suggested that performance appraisal technique should be tailored according to the job. It was further suggested that trade union should work for wage increase and other concessions that can increase the productivity and performance of Human Resource. These new HRM Practices and Reforms are imperative.

Hemant (2007) emphasized the changing role of HR. There was dramatic change in HR during past five years. This study shows the significant role of human resource managers in various areas like Empowerment of workers, Business process Reenergizing, Total Quality management, Humanization of work, and Quality of work life. It was the challenge of HRM to balance the impact of liberalization and globalization on productivity. Earlier the role of Personnel department was to give advice or support when asked but the changing professional employment scenario emphasized the role of HR professional while dealing with employees of different regions, caste, language and social backgrounds

Purang (2008) attempted to measure the relationship between different dimensions of HRD climate (Participation, succession planning, training, and performance appraisal and job enrichment) and organizational commitment. This study result that positive perception of climate shall enhance the commitments, which further increase the performance of the employees.

Singh (2008) in his research entitled — HRD Climate: Interventions and challenges examined that survival of the organization in dynamic and complex environment require employee involvement, productivity and this can be achieved with the help of quality targets, quality

circles, training and development & suitable method of performance appraisal etc. Above these HRD practices should be implemented in a suitable way and HRD Climate should be conducive so that cooperation of employees can be achieved and conflicts can be sorted out which in turn increase the effectiveness of the organization.

Tripathy (2008) observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitments and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

Kundu and Divya (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The result of the study indicated that both multinational companies and Indian companies have significantly improved their practices regarding performance appraisal, training and financial benefits, and HR planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, service organizations should emphasize on human resource management practices, as has been indicated in the results. A well-defined framework of human resource management practices benefits not only the organization but also the employees in the organization. HR policies of an organization benefit the employee by providing better opportunities for growth in terms of better compensation, benefits, training and development opportunities, and career management, in turn leads to job satisfaction and self-fulfillment.

Saini (2010) in his article —Human resource development in UCO Bank-A case study of Chandigarh Region, evaluates the Human Resources Development policies and practices. This study identifies the process and problems in designing and implementing Human Resources Development System. The study was analytical in nature and consist a sample of 100 respondents to analyze their opinion about HRD Policies and Practices. The Important findings of the study were, qualification was the most important factor of recruitment at all level of managers and employees. Its also concluded that problem solving strategy of the organization was very effective because all appropriate method have been used to solve problems. Negotiation

and Union involvement was the most prevalent used method to solve the problem. This study also observed that the managers were not aware sufficiently about the functioning of HRD Systems. Therefore a proper action plan to improve the awareness, Motivation, & serious concern among managers about HRD should be implemented.

Anupama (2010) described the challenges faced by Human resource manager in context of new economic scenario. This emphasized that these challenges should seriously take care of. Main challenge is the shortage of skilled manpower. This examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure the healthy survival of the organization.

Review of literature in context of Global research on HRD Activities

Wan et al. (2002) describes the pattern of relationship between HRM practices and firm performance. HRM practices were creating a positive impact on organizational targets. Result achieved through regression analysis suggested that facilitates and implements the important HRM practices increased organizational performance. The performance appraisal is the most important practices of HRD to increase the financial performance. The companies of Singapore interested in enhancing HR performance emphasized the need for empowerment and training.

Hassan (2007) brought out the fact that Human development is the core of all development efforts of the organization. It was explained that Human resource is very dynamic and essential resource for producing the goods and services and welfare of the society. Human development at micro (Institutional) level involved selection, manpower planning, training, performance appraisal, potential appraisal, development, compensation etc. At macro (National) level it involved illiteracy, poor health, eradication of poverty. Human development included sustainable development, human rights, security, productivity and development, empowerment, equity and opportunity. In fact to achieve higher standards of human development positive approaches was necessary which includes higher growth rate, larger expenditure on social sector, an efficient utilization of funds etc.

Hassan (2007) reviewed HRD practices with organizational values and measured the employee's perspective. It was observed in research that HRD practices namely potential appraisal and promotion, learning/ training, performance guidance and development were positively correlated with organizational values like collaboration, creativity, quality, delegation and human treatment but the performance appraisal, career planning and contextual analysis variables was negatively associated with Trust and creativity. Hassan et al (2006) investigated whether ISO certification contribute toward improvement in HRD system and also examined the role of HRD Practices on employees development and quality orientation in the organization. Results indicated that ISO certified companies, as compared to others, obtained higher means on some HRD Variables. It was identified that organizations with better learning, training and development, reward and recognition, and HRIS (Human resource information system) promote HRD climate in the organization. Quality orientation was estimated by career planning, performance guidance and development, role efficacy, and reward and recognition system.

Sahaf and Siddiqui (2007) examined the effectiveness of training in the Educational organizations. The focus of the paper is various components of training and development like induction training, training needs, training inputs, management attitude towards training. Findings of the study revealed that teachers were not satisfied with the prevalent training and development programs. In this study a number of recommendations were made like induction training of the fresher should be given, Feedback may be obtained from the students about their teachers, separate training programs may be organized to train faculty in handling teaching aid equipment like computer, lab equipment, overhead projector, internet etc.

Benjamin (2011) in their research paper entitled —An Assessment of Human Resource Development Climate in Rwanda Private Sector Organizationsl assesses the impact Human resource development climate in two leading Rwanda based telecommunication and insurance companies. This research studied the differences between the Telecommunication industry and the Insurance industry with respect to their prevailing Developmental Climate along with three dimensions of HRDC. Primary data is collected from 87 respondents in both the companies through a structured, self-administered 38-item Human Resource Development Climate (HRDC) questionnaire developed by Rao and Abraham (1986). The questionnaire measures the General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-

action, Authenticity and Collaboration) Culture within the two private organizations. According to the findings, the prevailing HRDC within both organizations is congenial. However, results shows that the developmental climate in the telecommunications company is more favorable than that of the insurance company.

Sangeeta and Karan (2014), in their research entitled —Human Resource Management Practices and Organizational Performance: An Indian Perspective given a better understanding of the role of human resource practices in creating and sustaining organizational performance, specifically in the Indian context. They discuss a framework that indicates how external and internal factors affects the HRM practices which in turn to generate core benefits for the organization and ultimately lead to overall corporate performance. After a comprehensive literature review they highlight three sets of HR practices that would support a healthy and innovation-oriented HR system. They are: (1) training-focused; (2) performance based reward (3) team development. HR Practices in their model refer to these three bundles of practices. OP outcomes are the ultimate dependent variables in this model. These are organizational outcomes or their indicators such as shareholders return, profits, productivity, organizational survival and product (and services) innovation. They found highly positive relationship between human resource practices and organizational performance.

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Chapter III
HUMAN RESOURCE DEVELOPMENT-
AN OVERVIEW

Chapter III

HUMAN RESOURCE DEVELOPMENT – AN OVERVIEW

HRD can be defined as a set of systematic and planned activities designed by an organization to provide its employees to generate and develop their competencies through learning necessary skills to meet current and future job demands. HRD is a process in which the employees of an organization are continually helped in a planned way to:-

- Acquire or sharpen capabilities required to perform various functions associated with present or expected future roles.
- Develop their general capabilities so that they may be able to discover their own inner potentialities and explore them to full for their own and organizational development purpose.
- Develop an organizational culture where superior subordinate relationships, team work and collaboration among different subunits are strong and contribute to organizational wealth and motivation and pride of the employees.

3.1. Importance of HRD

The importance of human resources development can be understood through following points.

3.1.1. Develop Hidden Potential–

Enhances the capabilities of people by exploring their hidden potentials and shaping them to achieve organizational goals.

3.1.2. Improves the Communication System –

Improves the communication system to open the channel of communication so that everyone understands the other person in a better way and there is no chance of ambiguity

➤ Enhances Employee Moral–

Enhances the employee moral as well as develops the sense of belongingness as proper rewards are being given to the star performer.

➤ Improves Coordination & Cooperation-

It leads to cohesive groups and teams.

➤ Achieving Organizational Goals –

Ultimately leads to overall growth and development of the employee through the above mentioned techniques.

➤ Bring Innovation-

It creates trust and openness among employees and develops analytical and rational skills among employees which help them in becoming more innovative, proactive and risk taking.

➤ Helps in Bringing Change –

Makes employees ready to change and undergo transformation and relearn after unlearning what they had already learnt.

3.2. Functions of HRD-

3.2.1. Training & Development:

Training and Development focus on changing or improving the knowledge, skills and attitudes of individuals. Training typically involves providing employees the knowledge and skills needed to do a particular task or job. Developmental activities have a longer term focus on preparing for future work responsibilities while also increasing the capacities of employees to [perform their current jobs.

3.2.2. Employee Orientation:

When a new employee enters the organization, usually in the form of employee orientation and skills training. Employee orientation is the process by which new employees learn important organizational values and norms, establishing working relationships, and learn how to function within the jobs. The HRD staff and the hiring supervisor generally share the responsibility for designing the orientation process, conducting general orientation sessions and beginning the initial skills training.

➤ Coaching:

In the coaching process, individuals are encouraged to accept responsibility for their actions, to address any work related problems and to achieve and sustain superior levels of performance. Coaching involves treating employees as partners in achieving both personal and organizational goals.

➤ **Counselling:**

Techniques are used to help employees deal with personal problems that may interfere with the achievement of these goals. Counselling programs may address such issues as substance abuse, stress management, smoking cessation, or fitness, nutrition, and weight control.

➤ **Management Development Program:**

To ensure that managers and supervisors have the knowledge and skills necessary to be effective in their positions. These programs may include supervisory training, job rotation, seminars.

a. **Organisational Development:**

It is defined as the process of enhancing the effectiveness of an organization and the wellbeing of its members through planned interventions that apply behavioural science concepts. The role of the HRD professional involved in an OD intervention is generally to function as a change agent. Facilitating change often requires consulting with and advising line managers on strategies that can be used to effect the desired change

b. **Career Development:**

It is “ongoing process by which individual’s progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes and tasks.” Career development involves two distinct processes; career planning and career management. Career planning involves activities performed by an individual, often with the assistance of counsellors and others, to assess his or her skills and abilities in order to establish a realistic career plan. Career management involves taking the necessary steps to achieve that plan, and generally focuses more on what an organization can do to foster employee career development.

3.3. HRD Subsystems:-

A well designed HRD programme should have the following subsystems-

3.3.1. Performance Appraisal:

Performance Appraisal is the process of determining how well a employee is performing his job. It provides a mechanism for identification of qualities and deficiencies observed in an employee in relation to his job performance. The object of appraisal is determine to the

present state efficiency of an employee in order to establish the actual training. The process of performance appraisal consists of:

- Setting standards for performance
- Communicating the standard to the employees
- Measuring the performance
- Comparing the actual performance with the standards set

3.3.2. Potential Appraisal:

Potential Appraisal provides necessary data which helps in preparing career plans for individuals. It aims at development of the abilities of employees. The HRD function has a long way to go in introducing a streamlined potential appraisal system which ensures a good match between the employees and the job.

3.3.3. Role Analysis:

It is a participatory process which aims at defining the work content of a role in relation to all those with whom the role occupant has significant interaction in the performance of his job.

3.3.4. Job Rotation:

The work tasks should be rotated among the employees so as to broaden their field of specialization as well as their knowledge about the organization's operation as a whole. The work-tasks, therefore, should be rotated once a year among the various employees depending upon their qualifications and suitability to perform new roles.

3.3.5. Quality Circle:

It is a small group of employees doing similar or related work who meet regularly to identify, analyse and solve product-quality problems and to improve general operation. The employees, who have a shared area of responsibility, meet periodically to discuss, analyze, and propose solutions to ongoing problems.

3.3.6. Reward System:

Rewarding employee's performance over and above their normal wages and salaries is considered to be an important task of the HRD. In any organisation, the managers and workers have similar motivations, although the manager controls the means of achieving need-satisfaction at work and each employee seeks self-development to go as far as possible on his own ability.

3.3.7. Organization Development (OD):

It is an organization-wide, planned effort managed from the top, placing emphasis on making appropriate intervention in the ongoing activities of the organization. It provides a normative framework within which changes in the climate and culture of the organization towards harnessing the human potential for realization of organizational objectives is brought out.

3.3.8. Quality of Working Life (QWL):

The conditions under which the workers work and live, assume the form of another important factor contributing to workers satisfaction or otherwise and consequently the job satisfaction.

For an employee to be able to work at his best, it is necessary to understand that inadequate working and living conditions produce adverse mental and physical effect on the employee, ultimately causing decline in the efficiency.

3.3.9. Human Resource Planning:

It is the process aimed at ensuring that the organisation will have adequate number of qualified persons, available at proper time, performing jobs which would meet the needs of the organisation and also provide satisfaction for the individuals involved.

3.3.10. Recruitment, Selection & Placement:

Recruitment is generation of applications for specific positions for anticipated vacancies. The ideal recruitment efforts will be to generate adequate number of suitable applicants. Selection is the process of ascertaining the qualifications, experience, skills, knowledge, etc. of applicants with a view to appraising their suitability for a job. Placement is the process of assigning the selected candidate with the most suitable job.

Chapter IV
COIRFED- A PROFILE

CHAPTER IV

THE KERALA STATE COOPERATIVE COIR MARKETING FEDERATION LTD. NO. 679 - A PROFILE

4.1 INDUSTRY PROFILE

Coir industry is an integral part of the economy of Kerala. The industry provides employment directly and indirectly and to a large number of people. Coir industry had its origin in Kerala. However, with the expansion of coconut cultivation the industry had developed fast in the states like Tamil Nadu, Andhra Pradesh, Orissa, West Bengal, Gujarat and Goa.

Coir industry is highly labour intensive, but the productivity level seems to be so slow that the average earnings of workers employed are insufficient to maintain a standard of living. On the demand side coir products appeared to be facing increasing competition from other hard fibers in the world markets. Kerala is the home of Indian coir industry where white fibre, accounting for 61% of coconut production and over 85% of coir products are from women. With 10.05 lakh hectares having coconut cultivation in Kerala, which accounts for 45% of the net cropped area. The coconut output is estimated at 5759 million nuts annually. Indian coir industry employs more than 1.5 lakh weavers and 4 lakh spinners. The industry has been going through a bit of rough patch because of the lack of modernization and marketing effort.

4.1.1 Global Scenario

Currently, the global annual production of coir fiber is about 350,000 metric tons (MT). Yet, even in the world's top two producers, India and Sri Lanka, which account for about 90% of global coir fiber production, combined, this renewable resource is underutilized; local coir mills process only a fraction of the available husks, which accrue more or less year round as a waste during coconut processing. Traditional uses for the resilient and durable coir fiber include rope and twine, brooms and brushes, doormats, rugs, mattresses and other upholstery, often in the form of rubberized coir pads. In the 1980s and 90s, global exports of coir fiber fell by almost half, as Western consumers shifted to synthetic foam and fibers. Then, since 1990, rapidly growing domestic demand in India more than doubled global production benefiting exclusively the Indian coir industry. Finally, since 2001, a rising Chinese demand for coir, an expanding

market for coir-based erosion control products, and the spread of coir pith as a peat moss substitute in horticulture has further pushed up global production and prices. In turn, other coconut growing countries, including Philippines, Thailand and Vietnam are now expanding their production and export of coir fiber. These changes are also reflected in the international trade in coir. Historically, Sri Lanka had been the world's largest exporter of various fiber grades, whereas India exports largely value added products – yarn, mats, and rugs. While in 1990 about 80% of global production was exported, growth of the Indian domestic market dropped that rate to below 40%. Global trade volume for coir fiber, value added products – yarn, mats, rugs – and coir pith now stands at about \$140 million per year with India and Sri Lanka respectively accounting for about \$70 and \$60 million of that amount. This may not seem much but in the coconut regions of producing countries coir is an important economic factor. In Sri Lanka, coir related exports account for 6% of agricultural exports, over 1% of all exports and 0.35% of GDP. Moreover, coir milling and value addition, mostly spinning and weaving, are important regional employers, particularly in rural Southern India and coastal Sri Lanka. They give work to 500,000+ people, many of them women working part-time. Yet, working conditions and productivity are generally poor. The challenge for industry is to sustainably expand markets for this versatile renewable resource while maintaining its role as employer for the rural poor. This may require producers to innovate production, improve product consistency, and in particular develop novel applications – jointly with their customers in importing countries. Businesses, public agencies and research institutes are now addressing this challenge in multilateral projects worldwide – setting examples that global trade can be beneficial to all parties involved.

4.1.2 Indian Scenario

Indian coir industry is an important cottage industry contributing significantly to the economy of the major coconut growing States and Union Territories, i.e., Kerala, Tamil Nadu, Andhra Pradesh, Karnataka, Maharashtra, Goa, Orissa, Assam, Andaman & Nicobar, Lakshadweed, Pondicherry, etc. About .5.5 lakh persons get employment, mostly part time, in this industry. The exports from this industry are around Rs. 70 crores. Coconut husk is the basic raw material for coir products. Around 50 per cent of the available coir husk is used to produce coir products. Hence, there is scope for growth of coir industry. During the Seventh Plan period, encouragement has been given for expansion of home market through publicity and advertisement, product diversification, adoption of new technology, research and development, training for artisans, including women and social welfare measures for coir workers, most of whom are SC/ST and women. The Eighth Plan programmes for coir industry aimed at increased utilisation of coconut husk for production of coir fibre, growth of the domestic market, strengthening of research and development to find out new uses of coir fibre especially in the areas of geo-fibre, fire retardant, cement and gypsum polymer development, acquiring of new technology like PVC-tufted coir products, encouragement to cooperativisation and providing social welfare, civic amenities and medical facilities to coir workers. Emphasis would be laid on mechanisation in a phased manner without affecting employment to make Indian coir products competitive in the export market. Brown coir fibre production would be encouraged by providing seed capital assistance. Modernisation of coir units has been envisaged by providing incentives for installation of modern equipments to make coir industry more competitive in the export market. Special training programmes have been formulated for women artisans. Improved modern treadle ratts would be provided to trained women artisans to increase employment and earnings. Medical facilities, creche for children of coir workers, model coir villages for SC/ST coir workers and social welfare schemes would be implemented during the Eighth Plan period. Emphasis has been given on developing devices/equipment/machinery through R&D to reduce drudgery and to improve productivity of coir workers. Development of improved variety of ratts and looms would help in improving the production of coir yarn spinning, coir mets, etc. In order to boost exports, the scheme of cooperative publicity/programme in the export markets which was started in the Seventh Plan would be continued. India accounts for more than two-thirds of

the world production of coir and coir products. Kerala is the home of Indian coir industry, particularly white fibre, accounting for 61 per cent of coconut production and over 85 per cent of coir products. Although India has a long coastline dotted with coconut palms, growth of coir industry in other coastal States has been insignificant. Not more than 50 per cent of the coconut husks is utilised in the coir industry, the remaining being used as fuel in rural areas. Production in the cooperative fold is not more than 20 to 25 per cent. The development programmes so far undertaken aimed at revitalisation of coir cooperatives, improvement in quality and products diversification. Efforts were also made for exploring wider export markets for coir and coir products.

4.1.3 Regional Scenario

Coir industry is perhaps the largest industry in the coastal villages of Kerala. The State, with its favourable ecological setting, abundant supply of coconut, and skilled labour, has provided the conditions necessary for its growth and development. The process of production begins with de-husking, which is largely concentrated in Kerala, as this State produces sufficient quantity of nuts (4,886 million nuts) in 2014-15. (The Hindu, dt., 28-04-2015) In addition to this, facilities like lakes and lagoons for retting the husk and the availability of traditional expertise of the people in coir work also added to the phenomenal growth of the industry in Kerala. History tells that ancient Greece, Egypt and Rome used coir ropes made in Kerala for the construction of houses, citadels, ship mast and mansions. It was with the arrival of the Portuguese in Kerala that the coir trade spread to the European countries. The British interest on Kerala's coir products made them conduct an exhibition on coir products in London in 1851. The industry is comprised of fiber making, yarn making, mats and mattings, rubber backed mats, synthetic backed mats, rubberised beds and various other useful products. The first coir factory in the country was started in 1854 by an Irish man named James Darragh, at Kulachal and Alappuzha. The factory was named, "James Darragh, Smail & Co. Ltd." with its registered offices in London and New York. The success of Darragh's company attracted many enterprising businessmen to Kerala to set up similar factories in the State for production and export. In course of time, demand for coir and coir products increased and 2 several coir factories in and around Alappuzha came into existence. After Independence (1947), the foreigners left the coir scene and most of the large

factories were closed down. Some of them were taken over by the workers' unions themselves and re-organised on cooperative basis. But, lack of competence of workers to manage the units on commercial basis affected the growth of the coir sector. Coir exports dwindled.

Alleppey, the coir capital of Kerala is the nerve centre of famous coir industry. One of the most commonly seen tropical trees in Kerala is the Coconut tree. In fact, even the name Kerala (Keralam in Malayalam) is derived from this tree ("Kera" in Malayalam language means Coconut and "Alam" means Land, thus Keralam means Land of Coconut). Here, one can see coconut husks being beaten into fibre for making beautiful mats and other coir products. Both men and women are actively involved in the production of Coir. The women are mainly involved in the yarn spinning sector and the men in the product-weaving sector. Coir Industry enjoys the status as the largest Cottage Industry in the State of Kerala, giving employment to over a million people. Kerala also has a very fine natural harbour located at Kochi. Coir manufacturing industry producing coir mats, matting and other floor coverings, was started in India on a factory basis, over a hundred years ago when the first factory was set up in The Alleppey in 1859 by the Late Mr. James Darragh, an adventurous Irish born American national, Enterprising Indians followed the trail blazed by this foreigner. The Kerala State Co-operative Coir Marketing Federation (COIRFED), the Apex Federation of Co-operative Societies engaged in the manufacture of coir and coir products is entrusted with the task of marketing the produce of the Co-operative Societies. It provides sustenance to workers especially women.

COIRFED and its member societies provide higher employment, better wages and better living conditions to the coir workers by eliminating middlemen. According to the estimate of COIRFED, at present 628 coir primaries are affiliated to COIRFED with its head quarters located in the coir capital Alappuzha has an exclusive coir yarn division with four regional offices at Kollam, Kochi, Kozhikode and Alappuzha that handles the procurement and distribution of around 80 varieties of coir yarn. The central stores handle the procurement and distribution of coir products is located in Alappuzha. It has 47 showrooms and more than 100 retail outlets. COIRFED has a number of factories for producing value added coir products like rubber backed coir mats, tiles, rubberised coir products like mattress, pillows, cushions etc., PVC tufted mats, pith briquettes, coir fibre, coir pith and COIRFED has set up an array of 47

showrooms. Performance evaluation is a constructive process to acknowledge the performance of an organization. Financial performance analysis gives an overview of financial position of COIRFED.

4.2 ORGANIZATIONAL PROFILE

4.2.1 GENESIS OF THE ORGANIZATION

Alleppey, the coir capital of Kerala is the nerve centre of famous coir industry. One of the most commonly seen tropical trees in Kerala is the Coconut tree. In fact, even the name Kerala (Keralam in Malayalam) is derived from this tree (“Kera” in Malayalam language means Coconut and “Alam” means Land, thus Keralam means Land of Coconut). Here, one can see coconut husks being beaten into fibre for making beautiful mats and other coir products. Both men and women are actively involved in the production of Coir. The women are mainly involved in the yarn spinning sector and the men in the product-weaving sector. Coir Industry enjoys the status as the largest Cottage Industry in the State of Kerala, giving employment to over a million people. Kerala also has a very fine natural harbour located at Kochi.

Although the first recorded history of coconut goes way back to Valmiki’s Ramayana period, it was only after the birth of COIRFED that an industry around coir was formed. COIRFED is the single marketing agency with state-wide jurisdiction over primary coir societies. COIRFED either sells yarn to manufacturing units or use it to make coir products either in its own units or through its accredited small-scale manufacturers. COIRFED established in the year 1979 as the apex federation of primary cooperatives functioning in the state. It follows the rich tradition of Late Mr. James Darragh and Mr. Hentry Smail, perhaps one of the most important western businessmen to set foot in India, who established the first mechanized coir mat manufacturing unit in Alleppey, Kerala in 1885. An adventurous Irish born American national, Enterprising Indians followed the trail blazed by this foreigner. The Kerala State Co-operative Coir Marketing Federation (COIRFED), the Apex Federation of Co-operative Societies engaged in the manufacture of coir and coir products is entrusted with the task of marketing the produce of the Co-operative Societies. It provides sustenance to workers especially women.

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Before 1979 there existed certain central coir marketing societies in kerala at places like Kozhikode, Kollam, Alleppey and Cochin. COIRFED plays a mediator role in finding markets yet untapped and promoting new business opportunities. A wide range of coir products are exported to the high quality conscious market of european union, the united states and so on. Coir is not just a natural product. It has some winning advance too.

COIRFED also set an all-time record in the implementation of coir Geo Textiles programme under Mahatma Gandhi National Rural Employment Guarantee programme associating itself with local self-employment in the state. During the last financial year, COIRFED had developed three new products in the market: mattress for children in anganawadis, roll up mattress and oonjal. COIRFED is facing stiff competition from other natural fibers and synthetic materials. At present COIRFED is making efforts to expand the reach of ecofriendly and bio degradable coir products to all good citizens with care for nature and mankind. COIRFED is instrumental in implementing the novel schemes of Govt. Of Kerala like Distress purchase scheme, Fiber subsidy scheme, Price fluctuation scheme etc. The products of COIRFED are marketed under the brands Cocofert, Cocoplus, Cocogefabric, Dustout and Deep sleep.

4.2.2 AREA OF OPERATION

The area of operation of the Kerala State Cooperative Coir Marketing Federation is all over Kerala with its headquarters located at the coir capital Alleppey.

4.2.3 MISSION

The mission of COIRFED is “To act as a facilitator for promotion and sustainability of coir sector in the state.

4.2.4 VISION

To act as a nodal agency for coordinating the technological, commercial and academic developments in the entire gamut of activities related to the coir sector in kerala and emerge as a center of excellence for research and developments, industrial consulting and knowledge dissemination globally.

4.2.5 OBJECTIVES

COIRFED is not a profit motive organization. This organization is formed with a motive to uplift the people those who are working in the coir industry. The main objectives of COIRFED are,

- ❖ To arrange for the purchase and sale of coir fibre, yarn and other coir products belonging to the affiliated societies to the best advantages.
- ❖ To rent purchase or own Administrative Office, Godowns, Sales Depots, Sub office and Branch offices with the jurisdiction of the federation and elsewhere to facilitate storage and marketing.
- ❖ Purchase and distribution of raw materials
- ❖ Establish plant and machinery for the delivery of husk and manufacturing all varieties of coir products.

- ❖ Establish research centers for diversification of products.
- ❖ Undertake retting of husks, production of fiber, coir yarn and coir goods.
- ❖ To establish research centers for diversification of products.
- ❖ To raise funds by way of loan, grants and other contribution from government, NABARD and other financing institutions.
- ❖ To advance loans to member societies against security of products and other goods deposited with federation.
- ❖ To undertake trade and export of coir and coir products.
- ❖ To formulate and conduct schemes of training for the officers in the affiliated societies and federation.
- ❖ To supervise, develop assist and coordinating activities of affiliated societies.
- ❖ To encourage self-help, thrift and cooperation among the affiliated societies and their members.
- ❖ To act as the agent of the government or Financial Institutions to distribute funds to member societies.
- ❖ Undertaking retting of husks, production of fiber, coir yarn and coir goods.
- ❖ Undertaking Inter State trade and Export of coir and coir products.
- ❖ Supply of market news.
- ❖ Rendering Technical advise and guidance.
- ❖ To act as an exponent of cooperative opinion in matters relating to coir and coir products, marketing and cooperative trade.
- ❖ To arrange for the holding of periodical conferences and seminars on coir industry, publishing of periodicals and booklets for the stabilization and development of coir industry and production of films to undertake propaganda work.

4.2.6 MEMEBERSHIP

Membership of the Federation shall be open to the following in its area of operation

- i. Primary coir co-operative societies.
- ii. Mats and Mattings Coir co-operative societies.
- iii. Other Co-operative societies registered under the coir Development Scheme.
- iv. State Government.

- v. Nominal/ Associated Members (without voting rights), registered self help groups engaged in the production of coir.

Every society on admission shall pay Rs. 100/- as admission fee, which shall not be refundable. No admission fee shall be payable for shares taken by Government. Application for admission as a member shall be made to the Managing director in the form if any, prescribed for the purpose. The liability of the members for any defect in the assets of the federation on liquidation shall be limited to the face value of their subscribed shares.

4.2.7 SOURCES OF FUNDS

The funds of the organization comprises of owned funds and borrowed funds. Owned funds includes total paid up share capital, reserve fund and undistributed profit. Borrowed funds include loans, grants and subsidies from the government, cash credit from KSCB and borrowings from NCDC, NABARD etc...The authorized share capital of the Federation for the present shall be Rs. 65 Crores (65,00,00,000)made up of 1,30,000 shares of Rs.5000/- each(Amended on 27.05.2012).

4.2.8 RESERVES

The reserves constitute another part of working capital of the Coir fed. These are kept by the organisation for meeting unforeseen contingencies that might arise in future.The reserves is classified in to statutory reserves and non statutory reserves in Coir fed reserves from primary coir societies price fluctuation fund, special price fluctuation fund ,statutory reserves are maintained .Every year not less than 15%of the net profit shall be carried over to reserve fund. 10% of the net profit can contributed to the price fluctuation fund .10% of the net profit shall be contributed to the special price fluctuation fund also.

Reserve position of COIRFED shows a constant position from 2007-08 to 2015-16. Non statutory reserve fund of COIRFED includes reserves from primary societies, price fluctuation fund and special price fluctuation fund with the amount of of 595.45 rupees, 25.19 crores,

11.136crores respectively. The statutory reserve fund of COIRFED forms an amount of 1.02 crores. The total of reserve fund contribution is 137.36 which is same from 2007-08 to 2015-16.

4.2.9 Borrowings

Borrowings are another source of funds for the society. It is an important component of working capital. It shows the liability of the organization. The maximum borrowing power of the federation shall not exceed twenty times of the paid up share capital plus the reserve fund. The federation has also got loans, grants and subsidies from the government, cash credit from KSCB and borrowings from NABARD, NCDC etc...

4.2.10 Working of COIRFED

The COIRFED is vested with the responsibility for finding market for coir products of the affiliated primary societies. In order to provide timely help to affiliated primary societies, the federation has opened four regional offices at Kollam, Alappuzha , Cochin and Kozhikode. Besides they are maintaining godowns at important centers in the state. The federation conducts trade fairs and exhibitions for enhancing the sale of coir products. The purchase price of the products from the primary societies is based on the market price. The products are stored in the COIRFED depots and distributed to various showrooms. The payments for these societies are made through the regional offices. COIRFED is entrusted with the task of procuring and marketing the products of the 643 co operatives, COIRFED has been able to set up four regional offices and a central store that handles procurements of products which are marketed through a wide network of more than 50 showrooms and more than 100 agency outlets throughout the country.

COIRFED runs factories for producing Rubberised coir products, PVC Tufted Mats, Rubber backed mats, Coir fibre, Pith Briquette, Grow bags and curled rope. With the largest stock of coir and coir products, it enjoys the unique status of dealing only in bio degradable and nature friendly Product its area of operation as a monopoly producer with high demand and value.

4.2.11 Exports

COIRFED is having export relations with countries like china, USA, Netherlands, UK, South Korea, Italy, Spain, Australia, Germany etc...COIRFED is having better export experience during the past years with different countries.

4.2.12 Working capital

Working capital is money available to a working organization for day to day operations. It is a common measure of company's liquidity, efficiency and overall health. The working capital of the society is mobilized through Deposits, Borrowings and share capital. Working capital is the amount of fund used for the day to day working of the organization. It represents operating liquidity available to the business.

4.2.13 Other sources of funds

COIRFED is availing others funds like grants and subsidies for its functioning from government and other sources, which act as a major source of its working.

4.2.14 Net profit/ Loss

Profit can be classified in to gross profit and net profit. Net profit or loss indicates what the society has earned in a given period of time. it is an indication of efficiency and profitability of a society.

4.2.15 Product profile

COIRFED is engaged in marketing of coir yarn, coir doormats matting which are purchased from the primary societies. It is also engaged in manufacturing and marketing of rubberized coir products like mattresses, pillows, cushions etc..

Some of the major COIRFED products are,

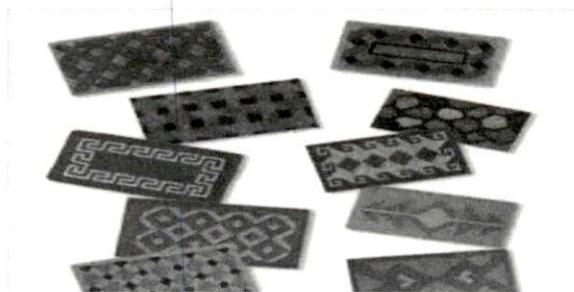
4.2.15.1 Coir yarn

COIRFED is the largest supplier of quality coir yarn. COIRFED specializes in the finest varieties of eco friendly and natural coir yarn made out of 100% natural coir fiber. The skilled workers using their traditional skill Tarippu make the best that suits the requirement. Coir Yarn is generally of 2 ply, spun from coir fibre by hand as well as with the help of traditional ratts, fully automatic spinning machines etc. The Coir yarn is of different qualities/grades based on the quality of fibre used, the nature of twist, presence of impurities etc. Available in different forms like hydraulically pressed bales, spools bobbins, dholls, balls etc. cut length for various industrial and agricultural purposes.



4.2.15.2 Handmade Doormats

It is one of the most popular and widely used coir product. COIRFED mats are economical and easy to maintain.



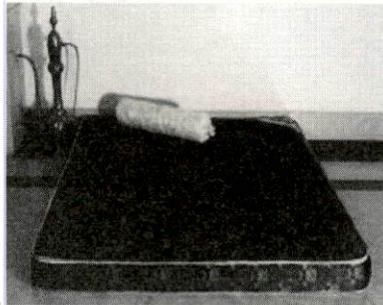
4.2.15.3 PVC Tufted Mats

These mats made by tufting fine spun coir yarn in poly vinyl chlorides using sophisticated machinery in rolls. These rolls are cut in to different shapes and sizes and design are printed. COIRFED enjoys a near monopoly in fine spun coir yarn used in making this mats.



4.2.15.4 Mattresses

COIRFED is having branded mattress like deep sleep, Cool etc... With high market value now a days



4.2.15.5 Rubber Moulded Mats

It is a perfect blend of two natural products, Coir and natural rubber. This product comes in a wide range of design, shapes and sizes. It is cost effective and elegant.



4.2.15.6 Coir Mattings

Coir matting makes the ideal furnishings for floors, stairs, corridors, wall panelling and ceiling lines. They are available with or without latex backing in a wide range of woven design in natural, bleached and solid colours.



4.2.15.7 Carpets

Coir carpets come in a wide range of design, pattern, and weaves. They include carnatic pile carpets (VC8), Mourzouks and coir rugs.



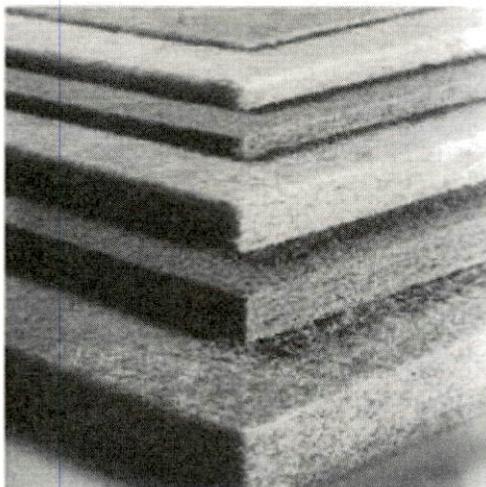
4.2.15.8 Coir Tiles

Coir tiles are made out of the strong fibers of coconut husks that are soaked in water for several months to make it tough and unyielding. Resistibility to insects makes each tile a hygienic option. they are extremely handy and easy to maintain through all climates.



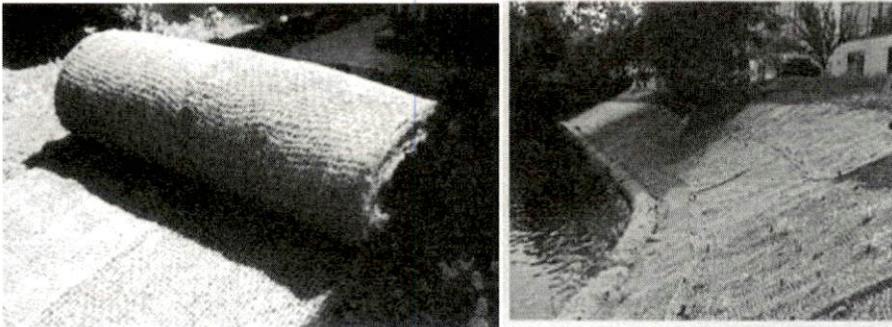
4.2.15.9 Rubberised Coir Products

Blended in the right proportion, it brings to mattresses, pillows, cushions, bolsters, bath mats ,wrestling mats and other upholstery items, the right mix of comfort and durability.



4.2.15.10 Coir Geo Textiles

Woven in to small and large sized meshes, depending on the nature of the soil, the degree of precipitation etc..this product prevents soil erosion. It effectively keeps the soil in place during heavy rains, gradually promoting the growth of vegetation over the years and finally, being biodegradable, disintegrating in to the soil harmlessly.



4.2.15.11 Coco Green Garden Materials

Products like mulch mats(prevent growth of weeds), Coco pot top(composted coir for quicker seed germination), coco disc(protect the foot of the plant from direct sunlight) etc are available.



4.2.16 Procurement and Warehousing

COIRFED was established with an aim to help primary societies to market their coir products. COIRFED procures coir and coir products from affiliated societies for using in production unit and for marketing. At the time of high demand such as during the festive seasons like onam, when the coir yarn produced by the primary societies are bought from other states

such as Tamilnadu, Karnataka etc.. the coir materials needed for producing the coir products are mostly bought after going through the tenders. The tenders with the lowest quotation is given with the order.

COIRFED has its own warehouses. The finished products are kept in small stores close to the production unit temporarily as the finished products are taken to the showrooms in a short period of time. In the case of raw materials such as coir ropes which are used to produce rubberized products like mattress and pillows are stored in big warehouses. Orders are placed in a fixed quantity. But during peak seasons, orders are placed in large quantity and alternate sources are found out if the resources are not sufficient. COIRFED has achieved a record growth in procurement, production and sales in 2011-12.

4.2.17 Manufacturing units of COIRFED

The production unit or manufacturing unit of COIRFED is RCP unit or Rubberized coir products unit. The head of the production unit is works manager. There are four manufacturing units in COIRFED. They are,

- Rubberized coir product unit(RCP)
- Rubber backing unit
- Rubber backed car mats, tiles unit(RBCM)
- Defibering units

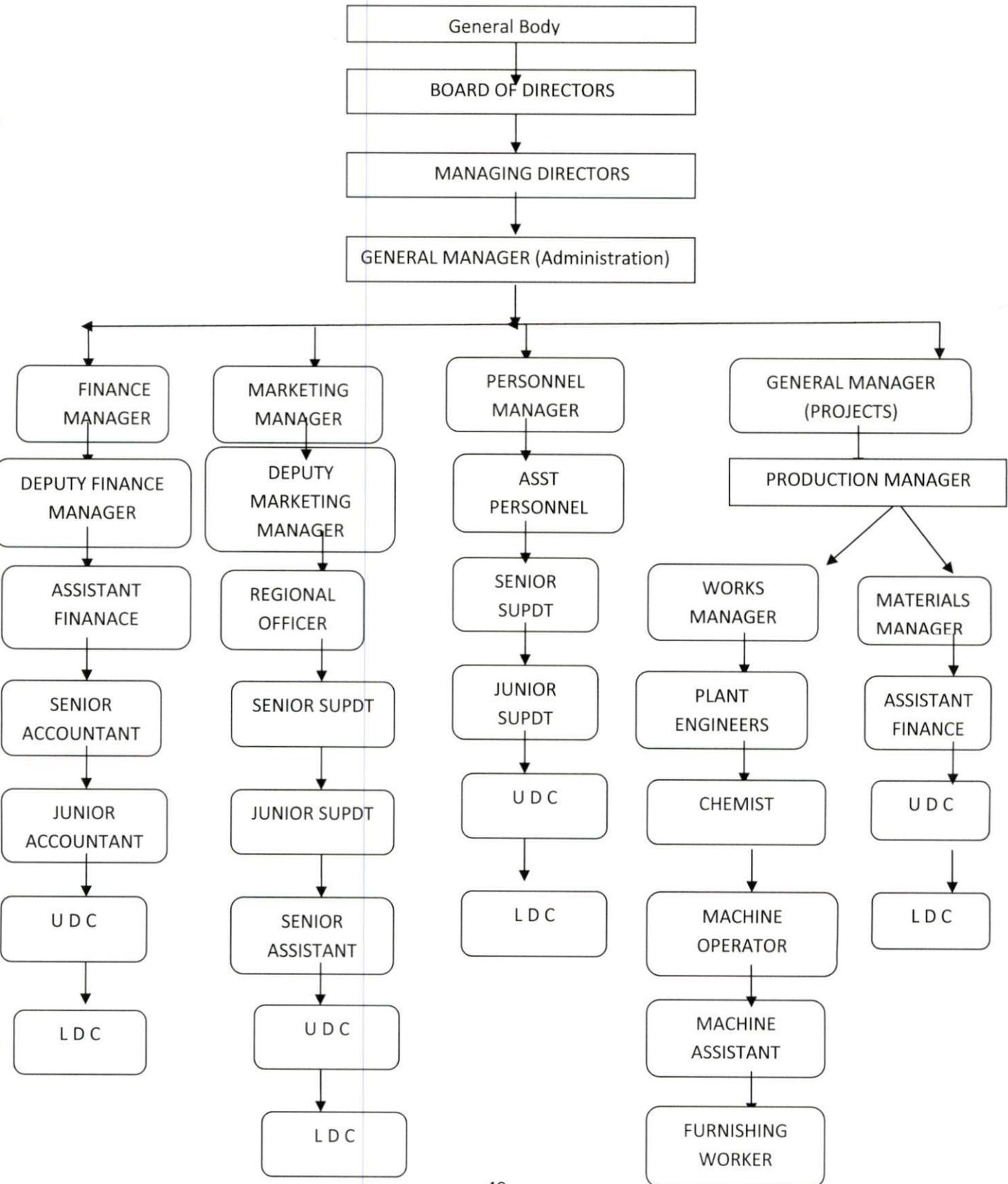
Thavam, Thumboor, Ananathapuram, Mampatta

The basic raw material used is raw fibre. Mainly two types of raw materials are used decorticated fiber and bristle fiber for production. De fibers are shorter, thicker and dark in color and Be fibers are long ,soft and lighter in color.

4.2.18 Marketing of COIRFED

Marketing of coir coir products is vested with COIRFED as it is the single marketing agency with state-wide jurisdiction over primary coir societies have to sell their products to COIRFED. Affiliated societies have to sell their products with COIRFED. They are not allowed to market them through private parties. During the investigation, it was observed that some societies sell yarn to mats and mattings owned by private parties or to local people for agricultural purpose. Some units make thick yarn, known as 'vadam' to meet local demands. Ready cash, less technical formalities and higher price are the reasons that encourage CVCS to follow this practice. This need not be discouraged. Secretaries of CVCS regularly complain about the unscientific way of measuring quality of yarn by the COIRFED. For quality check, COIRFED takes one bundle of 15 kg coir from a load of 50 quintals of yarn and measures its runnage (Meter per kg.). If COIRFED finds the quality as less than the standard, the entire load of 5000 kg. will be under-priced. The moisture measuring equipment is not used in checking quality. The employees of COIRFED randomly assess the quality with a preconceived notion. To avoid further confrontation and delay, most of the secretaries are forced to accept this procedure. Another complaint against COIRFED is non-acceptance of produce. As a result, godowns and offices of majority of the societies, are flooded with unsold stock. Due to lack of storage facilities at their disposal, the societies are forced to stop production and consequently, workers go to private manufacturers in search of work at lower wages (Rs. 200 per day). Moreover, due to delay in sale, the yarn gets dried, resulting in further weight-loss and that adds to the cost (of production) since the workers were already paid on the basis of the original weight. Price is calculated on the basis of market price.

4.2.19 Organizational structure



The major competitors of COIRFED are,

- D C Mills
- William Good acre Pvt. Ltd.
- N C John&Sons Pvt Ltd.
- Kerala Balers Pvt. Ltd
- Palm Fibre Pvt. Ltd.
- Foam Matting India Ltd.
- Duroflex Mattings India Ltd. Etc.

4.2.20 Departmental Profile

The various types of departments in the COIRFED Ltd Allepey are,

4.2.20.1 Finance Department

Financial management provides a framework for selecting a proper course of action and deciding a viable commercial strategy. COIRFED maintains the daybook, cash book, purchase register, sales register, assets register, general ledger. Financial manager controls finance department and this department is responsible for financial matters. This department prepares periodical reports and submits to the Managing Director. Since the COIRFED is following its activities through showroom system, it requires maintenance of detailed separate account.

4.2.20.2 Production Department

The production department in COIRFED is known as Rubberized Coir products(RCP), it provides all answers about the raw materials and finished products. The head of the department is production manager. It has production unit and an administration unit separate. The production unit consists plant engineers, chemists, and material manager responsible for the purchase of raw materials. The product division in COIRFED deals with the procurement and marketing of coir products produced by the manufacturing societies. It takes care of the factories producing value added, coir products.

4.2.20.3 Marketing Department

COIRFED, the apex federation of coir cooperative societies was formed with a view to sale and market the coir products from primary societies. The reason behind it is, the primary societies cannot sell their product in the market due to intensive competition, lack of warehousing facilities and fund requirements. So the main job of marketing department is to obtain orders and dispatch the required products .For this purpose coir fed set up four regional offices at Kollam ,Alappuzha, Kozhikode and Kochi and about 100 showrooms all over India.

4.2.20.4 Human Resource Department

The latest asset of any organization is the human being. The growth and development of the organization depends on the grooming of the workers there. The HR function includes welfare, industrial relation and being a party to the trade union negotiation. Functions of human resource department are,

1. To ensure statutory benefits such as provident fund, employee state insurance, employee provident fund.
2. To claim salary, wages and travelling allowance.
3. To maintain the attendance and punctuality of employees.
4. To attend all legal matters relating to organization.
5. Developing a communication system.

Strength of Human Resource

At present, 2016-17, there are 268 employees and 63 workers are working under COIRFEDs structure.

WORKING HOURS

- ❖ Workers -9.30am to 5.30 pm
- ❖ Office -10.00am to 5.00 pm

RECRUITMENT

Recruitment is mainly through PSC and other sources are board of directors, interview, employment exchange, deputation from government, promotion etc...

4.2.21 Management and Administration

The board of directors consisting of 21 members in the management of COIRFED. It includes vice president, director of coir development, government nominees and nominees from primary societies. The board of directors selects an executive committee of 7 members. It consists of president, vice president, Managing director and other members from board of members. The board of directors meets at least once in three months and executive committee meets at least once in every month.

The ultimate authority in all matters relating to the administration of the federation shall be the central body. It shall be convened at least once a year. The general body shall consist of one delegate from each of the affiliated society nominees of the Government and managing director of the federation.

The management of the federation shall be vested in a board consisting of 21 directors constituted in the following manner.

- One director each to represent the member of the societies from each one of the coir projects of chirayinkeezhu, kollam, Kayamkulam, Alappuzha, Vaikom, North paravoor, Thrissur, Ponnani, Kozhikode and Kannur.
- One director representing the coir mats and matting societies in the state.
- Three directors including the Director of coir development is to be nominated by the Government under section 31 and SC/ST member and women member is nominated by the Government as per 28A of the KCS Act.
- Five directors are representing all the members of the society in the state.
- The Managing Director
- One Nominee of NCDC

The term of the office of Board of Directors shall be five years. The members of the board of directors constituted by the general body as per bye laws and the nominated members

called for a meeting for the purpose of electing the directors other than managing director, a president, a vice president.

4.2.22 AWARDS

Since its inception in 1979, COIRFED has been performing exceptionally well in all fronts like procurement, production and marketing.

- COIRFED has received National Coir industry awards instituted by Govt. India in the following categories as a mark of recognition of its commendable performance since 2008.
- Best performing Apex federation (2010, 2011,2012,2013,2014)
- Best performance in finished coir products in Domestic Market(2008,2009,2010,2011,2012,2013,2014)
- Best performance in Rubberized coir products in Domestic Market(2011,2012)
- Best performance in Nontraditional products like Geo textiles, pith etc.. in Domestic Market(2012,2013,2014)
- Outstanding performance in the Domestic Market Development of traditional coir products(2010)
- Best performance in coir yarn and rope(2008,2009,2010,2011,2012,2013,2014)

4.2.23 SWOT ANALYSIS

SWOT Analysis gives the strength, weakness opportunity and threats of COIRFED.

Strengths

- High reputation of the firm.
- The products manufactured by the COIRFED are good quality.
- The products are unique one in nature.
- Skilled labours.
- COIRFED provides a number of welfare measures to its employees.
- Government assistance for finance.

- COIRFED has successfully implemented coir geo-textiles which is an environment friendly.
- Easy access of transportation.

Weakness

- No new attempts were made for expanding the internal marketing for coir and coir products throughout india.
- The research and development activities are not up to the mark.
- Huge amounts by way of stock shortage and short remittance from showroom are recorded.
- Employee participation in decision making is very less.
- Influence from Government and political parties.
- There is no timely modernization of the factories and other manufacturing activities.
- Low promotional programmes.
- Limited advertisement.
- Less number of own go down opportunity.

Opportunities

- Infrastructure facilities are available in COIRFED.
- Well established marketing network throughout India.
- Highly qualified and trained manpower is available in COIRFED.
- Vast experience in coir business.
- Scope foe diversification of activities with the existing infrastructure facilities.
- Opportunity for the future growth.
- Explore more opportunities in export market.
- Diversification of products.
- Increasing affinity for eco-friendly products.
- Availability of raw materials.

Threats

- Over political involvement in COIRFED.
- Non professionalism in the business.
- The trade union intervention will occur as a threat.
- Over burden of debts and its interest on COIRFED.
- High competition.
- Shortage of adequate de fibering units in the state.
- Stiff competition from the exporters.
- Threats of stopping rebate by central government.

4.2.24 CONCLUSION

Kerala state Cooperative Coir Marketing Federation Ltd 679, the apex federation of marketing for coir and coir products shows a n increasing trend in share capital, working capital, purchase and sale of coir and coir products during the reference period which is a good indication of marketing growth. But the trend of membership, reserves, net profit is not satisfactory and projects the non profitability of federation. Membership is not showing a growing trend and members are interested to sell their products to private agencies. Also its Purchase and sales position of COIRFED is showing a growing trend and have witgnessed record sales recently. Export position of COIRFED is also satisfactory. COIRFED products are having good demand in the market due to good quality and product reliability. COIRFED providing job opportunities to many and act as a marketing hub in its area of operation. Federation is not running in profit for the last 10 years. Even though COIRFED shows a net loss it is successful in catering the needs of affiliated societies in its marketing and production.

Chapter V
***A STUDY ON HRD ACTIVITIES IN COIRFED-
AN ANALYSIS***

Chapter – 5

A STUDY ON HRD ACTIVITIES IN COIRFED, ALAPPUZHA

- AN ANALYSIS

5.1 INTRODUCTION

The Indian coir industry has an over whelming presence in the economic life of the country. Coir industry also plays an important role through its contribution to employment generation, industrial output and the export earning of the country. Growth of coir industry depends on the prosperity of the workers.

The Kerala State Co-operative Coir Marketing Federation (COIRFED), the Apex Federation of Co-operative Societies engaged in the manufacture of coir and coir products is entrusted with the task of marketing the produce of the Co-operative Societies. It provides sustenance to workers especially women. Out of sample frame of 375 employees from the organization sample of 75 respondents were taken for the study, which include 5 top level managers, 29 supervisors, and 41 workers as per the proportion of 5:29:41 from 25 managers, 145 supervisors and 205 workers. The responses of employees were collected using structured interview schedule related to HRD.

Description of statistical tools used in the study is:

- **Percentage analysis**

Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

- **Five-point Likert Scale**

A Likert scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research, such that the term is often used interchangeably with rating scale, although there are other types of rating scales.

Analysis of data means critical examination of data for studying the characteristics of object under study for determining the pattern of relationship among the variables relating to it using both quantitative and qualitative methods.

This chapter analyses the HRD activities in COIRFED. The apex coir marketing federation's employees were surveyed for finding their impact on HRD activities. Seventy Five coir workers were selected from COIRFED's production unit.

The analysis of study is under following two heads:

1. Socio- economic profile of the respondents
2. Analysis of on HRD activities.

Before analyzing the impact, it is necessary to understand the socio economic characteristics of the respondents with a view to understand how these variables affect the respondents as well as society.

5.2 SOCIO- ECONOMIC PROFILE OF EMPLOYEES

This section presents the empirical findings on the analyses of Socio -Economic characteristics of the employees. Socio-Economic factors describe the characteristics of the Educational background, age, period of working in the organization.

5.2.1 Gender Status of the Respondents

Gender of workers have significant role in their work. Generally, men are more physically able to do all kinds of work than females. So commonly men are engaged in doing tougher jobs than the females. Table 4.1 Shows the Gender status of the Respondents of COIRFED.

Table 5.1 Gender Status of the Respondents

Gender	Top level	Middle level	Lower level	Total
Male	3	13	16	32 (43)
Female	2	16	25	48(57)

Source: Primary data collected through structured interview schedule

Table 5.1 shows the dominancy of female workers over male workers. More than half of the workers are females which show that there is no gender discrimination for working in the COIRFED. Tape edging section is handled by men workers and majority of the female workers are working in the furnishing section and as machine operators.

5.2.2 Age of the Respondents

The Table 4.2 shows the age composition of the respondents. Respondents were grouped in to 4 age groups such as below 30 years, 30-40 years, 40-50 years and above 50 year.

Table 5.2 Age of the Respondents

Age (years)	Top level	Middle level	Lower level	Total
20-30	0	2	8	10 (13)
30-40	1	5	9	15 (20)
40-50	3	10	19	32 (43)
50 and Above	1	12	5	18 (24)

Source: Primary data collected through structured interview schedule.

Table 5.2 reveals the age wise distribution of COIRFED workers. The age of the COIRFED workers were divided in to four groups. It can be observed that majority of employees (43 percent) are in the age group of 40-50 and the second position goes to the age group of above 50 years. 20 percent of the coir workers are in the age group of 30-40 followed by 13 percent are in the age group of below 30 years. The main reason behind the high participation of workers between 40-50 age groups was due to the absence of new recruitments. Moreover the COIRFED is recruiting only temporary workers and coir workers are interested only in permanent jobs.

5.2.3 Education Status of the Respondents

Education is the basic necessity to human development. If the workers are educated, there will be prosperity and growth. In the case of coir workers, educated in the sense able to understand and practically apply knowledge in their work field. The below table 4.3 indicates the educational status of the respondents.

Table 5.3 Education Status of the Respondents

Educational Level	Top level	Middle level	Lower level	Total
Plus Two	0	4	14	18 (24)
Graduate	1	10	2	13 (17)
Post Graduate	3	7	1	11 (15)
Others	1	8	24	33 (44)

Source: Primary data collected through structured interview schedule

The table 5.3 reveals that 24 percent of coir employees have education up to Plus Two. 17 percent have education up to Graduation. Only 15 percent have education up to Post Graduation and remaining 44 percent of them come under other category. Majority of the workers are of the opinion that their job is matching with their educational qualification. It can be concluded as all the workers have basic education and none of them were illiterate.

5.2.4 Designation Status of the Respondents

Designation wise employee respondents are divided into two groups i.e. Managerial and Non Managerial level. Designation wise employee distribution is shown in the table 4.4.

Table 5.4 Designation Status of the Respondents

Designation	Top level	Middle level	Lower level	Total
Managerial	5	13	2	20 (27)
Non Managerial	0	16	39	55 (73)

Source: Primary data collected through structured interview schedule

It is clear from the table 5.4 that 27 percent of the employees constitutes with in Managerial level. 73 percent of the total respondents belong to Non Managerial level. Thus it could be inferred that majority of the coir employees are in Non Managerial level.

5.2.5 Income Status of the Respondents

Majority of COIRFED workers are depending only on COIRFED for their income. The wage payment system followed by COIFED is of good standard and acceptability. The workers of COIRFED include permanent and temporary with different pay scales and mode of payment

Table 5.5 Income Status of the Respondents

Monthly Income	Top level	Middle level	Lower level	Total
Below 10000	0	16	32	48 (64)
10000-20000	2	9	4	15 (20)
Above 20000	3	4	5	12 (16)

Source: Primary data collected through structured interview schedule

Table 5.5 depict the income level of workers of COIRFED. There is no other source of income for coir workers in the society. Women workers are having male support from home. Some members are members of SHG, but there is no stable source of income for them. So majority of their income was derived from coir industry. Permanent workers are enjoying a wage rate of Rs. 15000 and Rs.24000 according to experience of service. Permanent Employees with an experience of 3-5 years are getting 15000 and permanent employees with experience above 5 years are getting wages up to Rs. 24000 per month. Temporary employees are paid with Rs.350 per day. It is clear from the table that majority(64%) of employees are having income below Rs.10000 and about 20% of workers are in the range of Rs. 10000 to Rs. 20000 followed by 16% in above Rs. 20000.

5.2.6 Work Experience Status of the Respondents

Experience makes a perception of work. Working experience of the COIRFED workers are indicated in the below table.

Table 5.6 Work Experience Status of the Respondents

Experience	Top level	Middle level	Lower level	Total
Less than 5 Years	0	6	8	14 (19)
5-10 Years	2	13	25	40 (53)
Above 10 years	3	10	8	21 (28)

Source: Primary data collected through structured interview schedule

Table 5.6 reveals that employees in the range of 5 to 10 years is more (53%) in COIRFEDs production unit.19 % of employees are having an experience of less than 5 years. 28% of employees are constitute with an experience of Above 10 years.

5.3 ANALYSIS OF HRD ACTIVITIES IN COIRFED

Responses	Score
Strongly Agree	5
Agree	4
Netural	3
Disagree	2
Strongly Disagree	1

Based on these scores index of each parameter and statements were calculated. The formula for calculating index is:

$$\text{Index for the Statement} = \frac{\text{Total score obtained for the statement}}{\text{Maximum obtainable score for the statement}} \times 100$$

Maximum obtainable score for a Statement

$$= (\text{Maximum score obtained for the opinion} \times \text{Total number of the respondents})$$

When the individual index was calculated the next step is to find out the overall index of the parameters. It is calculated by using the formula:

Overall index for the parameter

$$= \frac{(\text{Total score obtained for the parameter})}{(\text{Maximum score} \times \text{Number of respondents} \times \text{number of statements})} \times 100$$

The level of impact are categorized as High, Good, Moderate, Poor, and Very poor based on the satisfaction index obtained.

Index	Level
>80	High
60-79	Good
40-59	Moderate
20-39	Poor
<20	Very Poor

5.3.1 PERFORMANCE APPRAISAL

The performance appraisal is the process of assessing employee performance by way of comparing present performance with already established standards which have been already communicated to employees, subsequently providing feedback to employees about their performance level for the purpose of improving their performance as needed by the organization. Every corporate sector uses performance appraisal as a tool for knowing about the employee and take decisions about particular employee.

Table 5.7 Level of Performance appraisal of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The individual's performance is appraised periodically.	0	1	3	1	0	15	75
2	Superiors having close contact with the employees appraise them.	0	1	2	2	0	14	70
3	The managers are provided training on knowledge and skills required for conducting effective performance appraisals.	1	1	2	1	0	17	68
4	The employees are appraised by their subordinates having direct reporting relationship.	0	0	2	2	1	11	73
5	Performance appraisal is used to formulate a suitable training programme to improve the present performance.	1	2	1	1	0	18	72
Total							75	60

Source: Primary Data

Table 5.8 Level of Performance appraisal of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The individual's performance is appraised periodically.	2	11	13	9	6	117	57
2	Superiors having close contact with the employees appraise them.	3	10	19	6	3	127	62
3	The managers are provided training on knowledge and skills required for conducting effective performance appraisals.	3	11	17	6	4	126	61
4	The employees are appraised by their subordinates having direct reporting relationship.	4	13	14	7	3	131	63
5	Performance appraisal is used to formulate a suitable training programme to improve the present performance.	2	10	12	9	8	112	54
Total							613	59

Source: Primary Data

Table 5.9 Level of Performance appraisal of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The individual's performance is appraised periodically.	3	8	11	5	2	92	63
2	Superiors having close contact with the employees appraise them.	2	10	12	4	1	95	65
3	The managers are provided training on knowledge and skills required for conducting effective performance appraisals.	6	11	7	5	0	105	84
4	The employees are appraised by their subordinates having direct reporting relationship.	2	6	10	8	3	83	57
5	Performance appraisal is used to formulate a suitable training programme to improve the present performance.	0	5	11	7	6	73	64
Total							448	62

Source: Primary Data

Table 5.10 Overall Performance Appraisal of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	The individual's performance is appraised periodically.	5	20	27	15	8	224	60	Good
2	Superiors having close contact with the employees appraise them.	5	21	33	12	4	236	70	Good
3	The managers are provided training on knowledge and skills required for conducting effective performance appraisals.	10	23	26	12	4	248	66	Good
4	The employees are appraised by their subordinates having direct reporting relationship.	6	19	26	17	7	225	60	Good
5	Performance appraisal is used to formulate a suitable training programme to improve the present performance.	3	17	24	17	14	203	54	Moderate
COMPOSITE INDEX								60	Good

Source: Compiled from Table 5.7, 5.8 and 5.9

Table 5.10 depicts the response of employees in the Performance Appraisal. It is evident from the table that, the statement "Performance appraisal is used to formulate a suitable training programme to improve the present performance" has got the lowest index (54). The overall index for this parameter is 60 percent, which uses the Performance Appraisal was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Performance Appraisal and the index was 60 percent. Middle level employees of the organization have also Good level of Performance Appraisal and the index was 62 percent. In the case of Lower level

employees, they only have Moderate level of Performance Appraisal. The overall data will be affected by the lower level employees.

The overall level of this parameter among the employees in the organization was Good. Thus it is evident that the Performance Appraisal was adequate and it's a tool for knowing about the employees.

5.3.1 ROLE ANALYSIS

Role analysis is the process of defining a role in the context of its work system, interims of expectation of important persons, detailing specific tasks under each function, and elaborating the process, standards and critical attributes namely knowledge, attitude, skill, habits (KASH) required for effective role. Role analysis is a newer concept of defining what is required from an individual in an organization in achieving the objectives. The focus is on establishing role of an individual in the organization.

Table 5.11 Level of Role Analysis of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The role to be played by the individual to attain the corporate Objectives is defined periodically.	1	1	2	1	0	17	68
2	Employee's roles are based on the mutual expectations of the coworkers interacting with them.	0	1	2	1	1	12	60
3	Roles are updated depending on the speed with which changes are taking place in organizations.	1	2	2	0	0	19	76
Total							48	64

Source: Primary Data

Table 5.12 Level of Role Analysis of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The role to be played by the individual to attain the corporate Objectives is defined periodically.	2	5	11	8	3	82	56
2	Employee's roles are based on the mutual expectations of the coworkers interacting with them.	1	6	12	6	4	81	55
3	Roles are updated depending on the speed with which changes are taking place in organizations.	2	4	10	8	5	77	53
Total							240	55

Source: Primary Data

Table 5.13 Level of Role Analysis of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The role to be played by the individual to attain the corporate Objectives is defined periodically.	3	10	14	9	5	120	58
2	Employee's roles are based on the mutual expectations of the coworkers interacting with them.	2	8	15	10	6	113	55
3	Roles are updated depending on the speed with which changes are taking place in organizations.	2	9	16	10	4	113	55
Total							346	56

Source: Primary Data

Table 5.14 Overall Role Analysis of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	The role to be played by the individual to attain the corporate Objectives is defined periodically.	6	16	27	18	8	219	58	Moderate
2	Employee's roles are based on the mutual expectations of the coworkers interacting with them.	3	15	29	17	11	207	55	Moderate
3	Roles are updated depending on the speed with which changes are taking place in organizations.	5	15	28	18	9	214	57	Moderate
COMPOSITE INDEX								57	Moderate

Source: Compiled from Table 5.11, 5.12 and 5.13

Table 5.14 depicts the response of employees in the Role Analysis. It is evident from the table that, the statement "Employee's roles are based on the mutual expectations of the coworkers interacting with them " has got the lowest index (55). The overall index for this parameter is 57 percent, which shows Role Analysis was Moderate.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Role Analysis and the index was 64 percent. Middle level employees of the organization have Moderate level of Role Analysis and the index was 55 percent. In the case of Lower level employees, they also have Moderate level of Role Analysis, the index was 56 percent.

The overall level of this parameter among the employees in the organization was Moderate. Role analysis identifies the key performance areas and provides clarity about the priorities of the functions in the role. So thus evident that Role Analysis was adequate and important to the organization.

5.3.3 POTENTIAL APPRAISAL

The potential appraisal is the identification of the hidden talents and skills of a person. The person might or might not be aware of them. Potential appraisal is a future – oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy.

Table 5.15 Level of Potential appraisal of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Potential appraisal develops responsibility among the employees	1	1	3	0	0	18	72
2	The organization support the employees in utilizing their potentials discovered	0	1	2	1	1	13	65
3	Conducting employees counseling helps to identify their potential	0	1	2	1	1	13	65
4	Feedback is provided to the individuals whose potential was assessed to discover their strengths or weaknesses	1	1	3	0	0	18	72
Total							62	62

Source: Primary data

Table 5.16 Level of Potential appraisal of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Potential appraisal develops responsibility among the employees	3	9	10	5	2	93	64
2	The organization support the employees in utilizing their potentials discovered	1	10	12	5	1	92	63
3	Conducting employees counseling helps to identify their potential	2	6	13	5	3	86	59
4	Feedback is provided to the individuals whose potential was assessed to discover their strengths or weaknesses	4	7	10	6	2	92	63
Total							363	62

Source: Primary data

Table 5.17 Level of Potential appraisal of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Potential appraisal develops responsibility among the employees	5	11	13	8	4	128	62
2	The organization support the employees in utilizing their potentials discovered	2	10	15	9	5	118	57
3	Conducting employees counseling helps to identify their potential	2	7	14	12	6	110	53
4	Feedback is provided to the individuals whose potential was assessed to discover their strengths or weaknesses	4	12	14	8	3	129	63
Total							485	59

Source: Primary data

Table 5.18 Overall Potential appraisal of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Potential appraisal develops responsibility among the employees	9	21	26	13	6	239	64	Good
2	The organization support the employees in utilizing their potentials discovered	3	21	29	15	7	223	59	Moderate
3	Conducting employees counseling helps to identify their potential	4	14	29	18	10	209	55	Moderate
4	Feedback is provided to the individuals whose potential was assessed to discover their strengths or weaknesses	9	20	27	14	5	239	64	Good
COMPOSITE INDEX								69	Good

Source: Compiled from Table 5.15, 5.16 and 5.17

Table 5.18 depicts the response of employees in the Potential Appraisal. It is evident from the table that, the statement “conducting employees counseling helps to identify their potential” has got the lowest index (56). The overall index for this parameter is 68 percent, which shows the Potential Appraisal was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Potential Appraisal and the index was 62 percent. Middle level employees of the organization also have Good level of Potential Appraisal and the index was 62 percent. In the case of Lower level employees, they only have Moderate level of Potential Appraisal, the index was 59 percent. The lower level employees was highly affected the overall of the data.

The overall level of this parameter among the employees in the organization was Good.. So thus evident that organization gave more importance to the Potential Appraisal for discovering the individual's capabilities and talents for excelling in higher positions and responsibilities.

5.3.4 EMPLOYEE TRAINING

Employee training is a program that is designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job in a much better way. As the battle for top talent becomes more competitive, employee training programs are more important than ever. Training increases the needed skill set and helps in development of an employee as well as overall growth of the organization.

Table 5.19 Level of Employee Training of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Allocation of funds is made in the budget to conduct training programmes.	1	2	1	1	0	18	72
2	Training programmes organized help to improve one's capability and potential	2	2	1	0	0	21	84
3	Employees are given training before there are placed on new jobs/assignment	1	2	2	0	0	19	76
4	Training of employees is given adequate importance in the organization.	1	1	2	1	0	17	68
5	The employees are helped to acquire technical knowledge and skills through training.	1	2	2	0	0	19	76
Total							94	75

Source: Primary data.

Table 5.20 Level of Employee Training of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Allocation of funds is made in the budget to conduct training programmes.	4	8	12	4	1	97	69
2	Training programmes organized help to improve one's capability and potential	3	9	11	6	0	96	66
3	Employees are given training before there are placed on new jobs/assignment	4	10	13	2	0	103	71
4	Training of employees is given adequate importance in the organization.	2	11	12	4	0	98	67
5	The employees are helped to acquire technical knowledge and skills through training.	4	12	10	2	1	103	71
Total							487	67

Source: Primary data

Table 5.21 Level of Employee Training of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Allocation of funds is made in the budget to conduct training programmes.	6	9	16	7	3	131	64
2	Training programmes organized help to improve one's capability and potential	8	11	14	4	4	138	67
3	Employees are given training before there are placed on new jobs/assignment	5	10	17	6	3	131	64
4	Training of employees is given adequate importance in the organization.	7	13	15	5	1	143	70
5	The employees are helped to acquire technical knowledge and skills through training.	9	14	11	5	2	146	71
Total							709	69

Source: Primary data

Table 5.22 Overall Employee Training of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Allocation of funds is made in the budget to conduct training programmes.	11	19	29	12	4	246	66	Good
2	Training programmes organized help to improve one's capability and potential	13	22	26	10	4	255	68	Good
3	Employees are given training before there are placed on new jobs/assignment	10	22	32	8	3	253	67	Good
4	Training of employees is given adequate importance in the organization.	10	25	29	10	1	258	69	Good
5	The employees are helped to acquire technical knowledge and skills through training.	14	28	23	7	3	268	71	Good
COMPOSITE INDEX								68	Good

Source: Compiled from Table 5.19, 5.20 and 5.21

Table 5.22 depicts the response of employees in Training. It is evident from the table that, the statement "Allocation of funds is made in the budget to conduct training programs" has got the lowest index (66). The overall index for this parameter is 68 percent, which shows the Training was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Employee Training and the index was 75 percent. Middle level employees of the organization also have Good level of Employee Training and the index was 67 percent. In the case of Lower level employees, they also have Good level of Employee Training, the index was 69 percent.

The overall level of this parameter among the employees in the organization was Good. Thus it is evident that Good training programs help you retain the right people and grow profits and also improve the individual's capabilities and potential in performing the current/future function.

5.3.5 EMPLOYEE PERFORMANCE REVIEW

Performance reviews are a key component of employee development. The performance review is intended to be a fair and balanced assessment of an employee's performance.

Table 5.23 Level of Employee Performance Review of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The employees get immediate feedback on their performance after appraisal process.	1	1	2	1	0	17	68
2	The organization provides guidance for future performance based on the appraisal data.	0	1	2	2	0	14	70
3	The review is done in a nonthreatening way on the progress made in achieving the objectives	1	1	2	1	0	17	68
Total							48	64

Source: Primary data

Table 5.24 Level of Employee Performance Review of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The employees get immediate feedback on their performance after appraisal process.	2	6	10	7	4	82	56
2	The organization provides guidance for future performance based on the appraisal data.	3	9	12	3	2	95	65
3	The review is done in a nonthreatening way on the progress made in achieving the objectives	2	6	13	5	3	86	59
Total							263	60

Source: Primary data

Table 5.25 Level of Employee Performance Review of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The employees get immediate feedback on their performance after appraisal process.	5	8	16	7	5	124	60
2	The organization provides guidance for future performance based on the appraisal data.	4	10	14	9	4	124	60
3	The review is done in a nonthreatening way on the progress made in achieving the objectives	6	12	17	4	2	139	67
Total							387	63

Source: Primary data

Table 5.26 Overall Employee Performance Review of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	The employees get immediate feedback on their performance after appraisal process.	8	15	28	15	9	223	59	Moderate
2	The organization provides guidance for future performance based on the appraisal data.	7	20	28	14	6	233	62	Good
3	The review is done in a nonthreatening way on the progress made in achieving the objectives	9	19	32	10	5	242	65	Good
COMPOSITE INDEX								62	Good

Source: Compiled from Table 5.23, 5.24 and 5.25

Table 5.26 depicts the response of employees in the Employee Performance Review. It is evident from the table that, the statement “The employees get immediate feedback on their performance after appraisal process”, has got the lowest index (59). The overall index for this parameter is 62 percent, which shows the Employee Performance Review was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Employee Performance Review and the index was 64 percent. Middle level employees of the organization also have Good level of Employee Performance Review and the index was 60 percent. In the case of Lower level employees, they also have Good level of Employee Performance Review the index was 63 percent.

The overall level of this parameter among the employees in the organization was Good. So thus evident that organization gave more importance to the Employee Performance Review for developing action plans for improving the current performance.

5.3.6 INDUCTION

In human resource development, induction training is a form of introduction for new employees in order to enable them to do their work in a new profession or job role within an organization.

Table 5.27 Level of Induction of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Senior staffs take interest and spend time with new recruits during induction	1	3	1	0	0	20	80
2	The norms and values of the company are clearly explained to the new employees during induction.	1	1	2	1	0	19	76
3	Induction provides the minimum knowledge, attitudes and skills required to function effectively in the initial years	1	2	2	0	0	19	76
4	New recruits find induction training to be very useful.	1	2	1	1	0	19	76
Total							77	77

Source: Primary data

Table 5.28 Level of Induction of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Senior staffs take interest and spend time with new recruits during induction	4	8	10	5	2	94	65
2	The norms and values of the company are clearly explained to the new employees during induction.	5	8	13	2	1	101	69
3	Induction provides the minimum knowledge, attitudes and skills required to function effectively in the initial years	4	10	12	3	0	102	70
4	New recruits find induction training to be very useful.	2	9	14	3	1	95	65
Total							392	67

Source: Primary data

Table 5.29 Level of Induction of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Senior staffs take interest and spend time with new recruits during induction	3	11	18	5	4	127	62
2	The norms and values of the company are clearly explained to the new employees during induction.	5	15	17	3	1	143	70
3	Induction provides the minimum knowledge, attitudes and skills required to function effectively in the initial years	6	13	14	5	3	137	67
4	New recruits find induction training to be very useful.	8	10	16	4	3	139	68
Total							546	66

Source: Primary data

Table 5.30 Overall Induction of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Senior staffs take interest and spend time with new recruits during induction	8	22	29	10	6	241	64	Good
2	The norms and values of the company are clearly explained to the new employees during induction.	11	24	32	6	2	261	70	Good
3	Induction provides the minimum knowledge, attitudes and skills required to function effectively in the initial years	11	25	28	8	3	258	69	Good
4	New recruits find induction training to be very useful.	11	21	31	8	4	252	67	Good
COMPOSITE INDEX								67	Good

Source: Compiled from Table 5.27, 5.28 and 5.29

Table 5.30 depicts the response of employees in the Induction. It is evident from the table that, the statement “Senior staffs take interest and spend time with new recruits during induction” has got the lowest index (64). The overall index for this parameter is 67 percent, which uses the Induction was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Induction and the index was 77 percent. Middle level employees of the organization also have Good level of Induction and the index was 67 percent. In the case of Lower level employees, they also have Good level of Induction. the index was 66 percent.

The overall level of this parameter among the employees in the organization was Good. So it’s evident that Induction was adequate to the organization for by providing the preliminary information about the organization to the newcomer for effective functioning in the organization.

5.3.7 CAREER PLANNING AND DEVELOPMENT

Career planning and development should be seen as a process that aligns the interests and skills of employees with the needs of the organization. Career planning and development play a major part in ensuring that the organization has a competitive and knowledgeable work force.

Table 5.31 Level of Career Planning and Development of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Career paths are shared with employees by the top management	2	2	1	0	0	21	84
2	The employees feel that they have a career progression in the Organization	1	1	2	1	0	17	68
3	Career planning improves morale and motivation by matching skills to job requirements	0	1	2	2	0	14	70
4	organization have a clear policy on career planning and employee development	1	2	2	0	0	19	76
Total							71	71

Source: Primary data

Table 5.32 Level of Career Planning and Development of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Career paths are shared with employees by the top management	4	5	9	6	5	84	58
2	The employees feel that they have a career progression in the Organization	3	6	11	5	4	86	59
3	Career planning improves morale and motivation by matching skills to job requirements	2	8	12	6	1	91	63
4	organization have a clear policy on career planning and employee development	2	6	10	8	3	83	57
Total							344	59

Source: Primary data

Table 5.33 Level of Career Planning and Development of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Career paths are shared with employees by the top management	3	9	17	8	4	122	60
2	The employees feel that they have a career progression in the Organization	6	12	16	4	3	137	67
3	Career planning improves morale and motivation by matching skills to job requirements	4	11	14	11	3	131	64
4	organization have a clear policy on career planning and employee development	5	9	15	10	2	128	62
Total							518	63

Source: Primary data

Table 5.34 Overall Career Planning and Development of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Career paths are shared with employees by the top management	9	16	27	14	9	227	60	Good
2	The employees feel that they have a career progression in the Organization	10	19	29	10	7	240	64	Good
3	Career planning improves morale and motivation by matching skills to job requirements	6	20	28	19	4	236	63	Good
4	organization have a clear policy on career planning and employee development	8	17	27	18	5	230	61	Good
COMPOSITE INDEX								62	Good

Source: Compiled from Table 5.31, 5.32 and 5.33

Table 5.34 depicts the response of employees in the Career Planning and Development. It is evident from the table that, the statement “Career paths are shared with employees by the top management” has got the lowest index (60). The overall index for this parameter is 62 percent, which uses the Career Planning and Development was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Career Planning and Development and the index was 71 percent. Middle level employees of the organization have Moderate level of Career Planning and Development and the index was 59 percent. In the

case of Lower level employees, they have Good level of Career Planning and Development the index was 63 percent.

The overall level of this parameter among the employees in the organization was Good. Career Planning and Development was more important to the organization for providing a clear Outline on the prospects of an individual in the organization in the near future.

5.3.8 EMPLOYEE RECRUITMENT

The key to successful recruiting of new employees is the development of a systematic process for developing job descriptions, generating a pool of candidates and selecting the right candidate.

Table 5.35 Level of Employee Recruitment of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	HR hires trained employees to make the best hiring decisions.	1	1	2	1	0	17	68
2	organization do proper Job Analysis before Selection Process begins	0	1	2	1	1	13	65
3	Is the organization doing timeliness recruitment and Selection process	0	1	2	2	0	14	70
4	Usage of competency model in selection process may bring transparency in recruitment and selection process	0	1	2	1	1	13	65
5	The environment factor like political, job market affects the recruitment and selection process.	1	2	2	0	0	19	76
Total							76	60

Source: Primary data

Table 5.36 Level of Employee Recruitment of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	HR hires trained employees to make the best hiring decisions.	2	7	11	5	4	85	59
2	organization do proper Job Analysis before Selection Process begins	1	6	13	6	3	83	57
3	Is the organization doing timeliness recruitment and Selection process	3	9	10	4	3	92	63
4	Usage of competency model in selection process may bring transparency in recruitment and selection process	2	6	12	5	4	84	67
5	The environment factor like political, job market affects the recruitment and selection process.	4	9	12	3	1	99	79
Total							443	61

Source: Primary data

Table 5.37 Level of Employee Recruitment of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	HR hires trained employees to make the best hiring decisions.	4	10	14	7	6	122	60
2	organization do proper Job Analysis before Selection Process begins	5	11	14	6	5	128	62
3	Is the organization doing timeliness recruitment and Selection process	3	12	15	8	3	127	62
4	Usage of competency model in selection process may bring transparency in recruitment and selection process	2	8	15	9	7	112	55
5	The environment factor like political, job market affects the recruitment and selection process.	7	13	16	3	2	143	70
Total							632	62

Source: Primary data

Table 5.38 Overall Employee Recruitment of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	HR hires trained employees to make the best hiring decisions.	7	18	27	13	10	224	60	Good
2	organization do proper Job Analysis before Selection Process begins	6	18	29	13	9	224	60	Good
3	Usage of competency model in selection process may bring transparency in recruitment and selection process	6	22	27	14	6	233	62	Good
4	Is the organization doing timeliness recruitment and Selection process	4	15	29	15	12	209	56	Moderate
5	The environment factor like political, job market affects the recruitment and selection process.	12	24	30	6	3	231	62	Good
COMPOSITE INDEX								59	Moderate

Source: Compiled from Table 5.35, 5.36 and 5.37

Table 5.38 depicts the response of employees in the Employee Recruitment. It is evident from the table that, the statement “Is the organization doing timeliness recruitment and Selection process” has got the lowest index (56). The overall index for this parameter is 59 percent, which shows the Employee Recruitment was Moderate.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Employee

Recruitment and the index was 60 percent. Middle level employees of the organization have also Good level of Employee Recruitment and the index was 61 percent. In the case of Lower level employees, they have also Good level of Employee Recruitment the index was 62 percent.

The overall level of this parameter among the employees in the organization was Moderate. Thus it indicates that timely recruitment of employees in the organization was adequate and ideal recruitment efforts will be to generate adequate number of suitable applicants.

5.3.9 EMPLOYEE COMPENSATION

In any organization, the managers and workers have similar motivations, although the manager controls the means of achieving need-satisfaction at work and each employee seeks self-development to go as far as possible on his own ability. Employee compensation refers to the benefits that an employee receives in exchange for the service they provide to their employer. Employee compensation is generally one of the largest costs or expenses for any organization.

Table 5.39 Level of Employee Compensation of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The compensation packages of the employees in the company are at par with the market.	1	2	2	0	0	19	76
2	Good salary is a main motivation	2	1	2	0	0	20	80
3	In the organization bonus scheme is satisfactory	1	1	2	1	0	17	68
Total							56	75

Source: Primary data

Table 5.40 Level of Employee Compensation of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The compensation packages of the employees in the company are at par with the market.	5	9	12	2	1	102	70
2	Good salary is a main motivation	5	10	13	1	0	106	73
3	In the organization bonus scheme is satisfactory	3	8	14	3	1	96	66
Total							304	70

Source: Primary data

Table 5.41 Level of Employee Compensation of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	The compensation packages of the employees in the company are at par with the market.	8	13	15	3	2	145	71
2	Good salary is a main motivation	9	14	16	2	0	153	75
3	In the organization bonus scheme is satisfactory	6	10	14	7	4	130	63
Total							428	70

Source: Primary data

Table 5.42 Overall Employee Compensation of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	The compensation packages of the employees in the company are at par with the market.	14	24	29	5	3	266	71	Good
2	Good salary is a main motivation	16	25	31	3	0	279	74	Good
3	In the organization bonus scheme is satisfactory	10	19	30	11	5	243	65	Good
COMPOSITE INDEX								70	Good

Source: Compiled from Table 5.39, 5.40 and 5.41

Table 5.42 depicts the response of employees in the Employee Compensation. It is evident from the table that, the statement “In the organization bonus scheme is satisfactory” has got the lowest index (65). The overall index for this parameter is 70 percent, which uses the Employee Compensation was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Employee Compensation and the index was 75 percent. Middle level employees of the organization have also Good level of Employee Compensation and the index was 70 percent. In the case of Lower level employees, they have also Good level of Employee Compensation the index was 70 percent.

The overall level of this parameter among the employees in the organization was Good. So it’s evident that Employee Compensation was important to the organization and also Rewarding employee’ s performance over and above their normal wages and salaries is considered to be an important task of the HRD

5.3.10 QUALITY OF WORKING LIFE (QWL)

Quality of work life is a concept which talks about the overall focus on employee as a person rather than just the work done by him/her. The Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems.

Table 5.43 Level of Quality of Working Life (QWL) of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Are you comfortable and satisfied with the working condition of the organization	1	1	2	1	0	17	68
2	The top management gives importance to human resources and help them in solving their issues.	1	1	2	1	0	17	68
3	There exists a harmonious relationship among the employees, across the hierarchies in the organization.	1	1	1	1	1	15	60
4	Quality of work life helps in increasing employee's productivity	0	2	2	1	0	16	80
Total							65	65

Source: Primary data

Table 5.44 Level of Quality of Working Life (QWL) of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Are you comfortable and satisfied with the working condition of the organization	5	9	16	7	4	127	87
2	The top management gives importance to human resources and help them in solving their issues.	5	7	15	9	5	121	83
3	There exists a harmonious relationship among the employees, across the hierarchies in the organization.	6	10	13	8	4	129	89
4	Quality of work life helps in increasing employee's productivity	4	11	14	7	5	125	86
Total							502	86

Source: Primary data

Table 5.45 Level of Quality of Working Life (QWL) of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Are you comfortable and satisfied with the working condition of the organization	3	9	12	3	2	102	50
2	The top management gives importance to human resources and help them in solving their issues.	4	6	14	4	1	95	46
3	There exists a harmonious relationship among the employees, across the hierarchies in the organization.	4	8	11	4	2	95	46
4	Quality of work life helps in increasing employee's productivity	5	7	13	3	1	99	48
Total							391	48

Source: Primary data

Table 5.46 Overall Quality of Working Life (QWL) of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Are you comfortable and satisfied with the working condition of the organization	9	19	30	11	6	239	63	Good
2	The top management gives importance to human resources and help them in solving their issues.	10	14	31	14	6	233	62	Good
3	There exists a harmonious relationship among the employees, across the hierarchies in the organization.	11	19	25	13	7	239	63	Good
4	Quality of work life helps in increasing employee's productivity	9	20	29	11	6	240	64	Good
COMPOSITE INDEX								63	Good

Source: Compiled from Table 5.43, 5.44 and 5.45

Table 5.46 depicts the response of employees in the Quality of Working Life. It is evident from the table that, the statement “The top management gives importance to human resources and help them in solving their issues” has got the lowest index (62). The overall index for this parameter is 63 percent, which uses the Quality of Working Life was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Quality of Working Life and the index was 65 percent. Middle level employees of the organization have High level of Quality of Working Life and the index was 86 percent. In the case of Lower level employees, they have Moderate level of Quality of Working Life the index was 48 percent.

The overall level of this parameter among the employees in the organization was Good. Thus it is evident that, Quality of Working Life was necessary to the organization to understand that inadequate working and living conditions produce adverse mental and physical effect on the employee, ultimately causing decline in the efficiency

5.3.11 QUALITY CIRCLE

Quality Circles can be described as a small group of employees of the same work area, doing similar work that meets voluntarily and regularly to identify, analyze and resolve work related problems. Quality circles built mutual trust and create greater understanding between the management and the workers.

Table 5.47 Level of Quality Circle of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Do you think that members in your quality circle are able to solve the problems and are participative?	0	1	2	2	0	14	70
2	Does the management keep track on the activities of Quality Circle in your organization?	1	1	2	1	0	17	68
3	Quality Circles are helpful in Building an attitude of problem prevention among employees?	0	1	3	1	0	15	75
4	Quality Circles are helpful in cost reduction and increases productivity	0	2	2	1	0	16	80
Total							62	62

Source: Primary data

Table 5.48 Level of Quality Circle of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Do you think that members in your quality circle are able to solve the problems and are participative?	3	7	13	4	2	92	63
2	Does the management keep track on the activities of Quality Circle in your organization?	2	6	14	5	2	88	61
3	Quality Circles are helpful in Building an attitude of problem prevention among employees?	4	7	12	3	3	93	64
4	Quality Circles are helpful in cost reduction and increases productivity	5	9	11	3	1	101	70
Total							374	64

Source: Primary data

Table 5.49 Level of Quality Circle of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Do you think that members in your quality circle are able to solve the problems and are participative?	5	10	14	8	4	127	62
2	Does the management keep track on the activities of Quality Circle in your organization?	4	8	16	7	6	120	58
3	Quality Circles are helpful in Building an attitude of problem prevention among employees?	5	9	14	8	5	124	60
4	Quality Circles are helpful in cost reduction and increases productivity	3	11	16	8	3	126	61
Total							497	61

Source: Primary data

Table 5.50 Overall Quality Circle of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Do you think that members in your quality circle are able to solve the problems and are participative?	8	18	29	14	6	233	62	Good
2	Does the management keep track on the activities of Quality Circle in your organization?	7	15	32	13	8	225	60	Good
3	Quality Circles are helpful in Building an attitude of problem prevention among employees?	9	17	29	12	8	232	62	Good
4	Quality Circles are helpful in cost reduction and increases productivity	8	22	29	12	4	243	65	Good
COMPOSITE INDEX								62	Good

Source: Compiled from Table 5.47, 5.48 and 5.49

Table 5.50 depicts the response of employees in the Quality Circle. It is evident from the table that, the statement “Does the management keep track on the activities of Quality Circle in your organization” has got the lowest index (60). The overall index for this parameter is 62 percent, which uses the Quality Circle was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Quality Circle and the index was 62 percent. Middle level employees of the organization have Good level of Quality Circle and the index was 64 percent. In the case of Lower level employees, they also have Good level of Quality Circle the index was 61 percent.

The overall level of this parameter among the employees in the organization was Good. Thus it is indicate that Quality Circle was adequate to the employees in the organization who have a shared area of responsibility, meet periodically to discuss, analyze, and propose solutions to ongoing problems.

5.3.12 ORGANIZATION DEVELOPMENT

Organizational development is a planned effort for a work group and/or the organization, managed by leadership and supported by employees, to increase organization effectiveness through planned change in processes and systems. It provides a normative framework within which changes in the climate and culture of the organization towards harnessing the human potential for realization of organizational objectives is brought out.

Table 5.51 Level of Organization Development of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Organizational development is achieved through HRD. Activities	1	2	2	0	0	19	76
2	Organization development depends upon co-operation among all the units.	1	3	1	0	0	20	80
3	Conflict management is prevailing in the organization	1	1	2	1	0	18	72
4	HRD planning makes the organization effective to implement changes	0	1	2	1	1	13	65
Total							70	70

Source: Primary data

Table 5.52 Level of Organization Development of Middle Level employees .

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Organizational development is achieved through HRD Activities	4	8	12	3	2	96	66
2	Organization development depends upon co-operation among all the units.	6	9	11	2	1	104	72
3	Conflict management is prevailing in the organization	4	10	12	2	1	101	70
4	HRD planning makes the organization effective to implement changes	3	7	14	3	2	93	64
Total							394	68

Source: Primary data

Table 5.53 Level of Organization Development of Lower Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Organizational development is achieved through HRD. Activities	6	11	15	5	4	133	65
2	Organization development depends upon co-operation among all the units.	8	14	17	2	0	151	74
3	Conflict management is prevailing in the organization	6	13	16	4	2	140	68
4	HRD planning makes the organization effective to implement changes	5	9	15	7	5	125	61
Total							549	67

Source: Primary data

Table 5.54 Overall Organization Development of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Organizational development is achieved through HRD. Activities	11	21	29	8	6	248	66	Good
2	Organization development depends upon co-operation among all the units.	15	26	29	4	1	275	73	Good
3	Conflict management is prevailing in the organization	11	24	30	7	3	258	69	Good
4	HRD planning makes the organization effective to implement changes	8	17	31	11	8	231	61	Good
COMPOSITE INDEX								67	Good

Source: Compiled from Table 5.51, 5.52 and 5.53

Table 5.54 depicts the response of employees in the Organization Development. It is evident from the table that, the statement “HRD planning makes the organization effective to implement changes” has got the lowest index (61). The overall index for this parameter is 67 percent, which uses the Organization Development was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Organization Development and the index was 70 percent. Middle level employees of the organization have Good level of Organization Development and the index was 68 percent. In the case of Lower level employees, they also have Good level of Organization Development the index was 67 percent.

The overall level of this parameter among the employees in the organization was Good. Thus it's indicate that Organization Development was achieving only through adequate HRD activities.

5.3.13 JOB ROTATION

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place.

Table 5.55 Level of Job Rotation of Top Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Job-rotation in this organization facilitates employee development	1	1	2	1	0	17	68
2	Job rotation broadens the knowledge of employee	1	2	2	0	0	19	76
3	Job rotation helps in career planning & progression of employee	0	1	3	1	0	15	75
Total							51	68

Source: Primary data

Table 5.56 Level of Job Rotation of Middle Level employees

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Job-rotation in this organization facilitates employee development	4	8	13	3	1	98	67
2	Job rotation broadens the knowledge of employee	5	9	12	2	1	102	70
3	Job rotation helps in career planning & progression of employee	3	10	11	3	2	96	66
Total							296	68

Source: Primary data

Table 5.57 Level of Job Rotation of Lower Level employees

Source: Primary data

Sl. No	Statements	SA	A	N	D	SD	Score	Index
1	Job-rotation in this organization facilitates employee development	6	10	14	6	5	129	63
2	Job rotation broadens the knowledge of employee	7	11	15	6	2	138	67
3	Job rotation helps in career planning & progression of employee	4	9	17	6	5	124	60
Total							391	63

Table 5.58 Overall Job Rotation of Employees

SL. NO	Statement	SA	A	N	D	SD	Score	Index	Level
1	Job-rotation in this organization facilitates employee development	11	19	29	10	6	244	65	Good
2	Job rotation broadens the knowledge of employee	13	22	29	8	3	259	69	Good
3	Job rotation helps in career planning & progression of employee	7	20	31	10	7	235	63	Good
COMPOSITE INDEX								66	Good

Source: Compiled from Table 5.55, 5.56 and 5.57

Table 5.58 depicts the response of employees in the Job Rotation. It is evident from the table that, the statement “Job rotation helps in career planning & progression of employee” has got the lowest index (63). The overall index for this parameter is 66 percent, which uses the Job Rotation was Good.

The proportion we used between Top level, Middle level and Lower level employees was 5:29:41. The Top level employees in the organization have Good level of Job Rotation and the index was 68 percent. Middle level employees of the organization have Good level of Job Rotation and the index was 68 percent. In the case of Lower level employees, they also have Good level of Job Rotation the index was 63 percent.

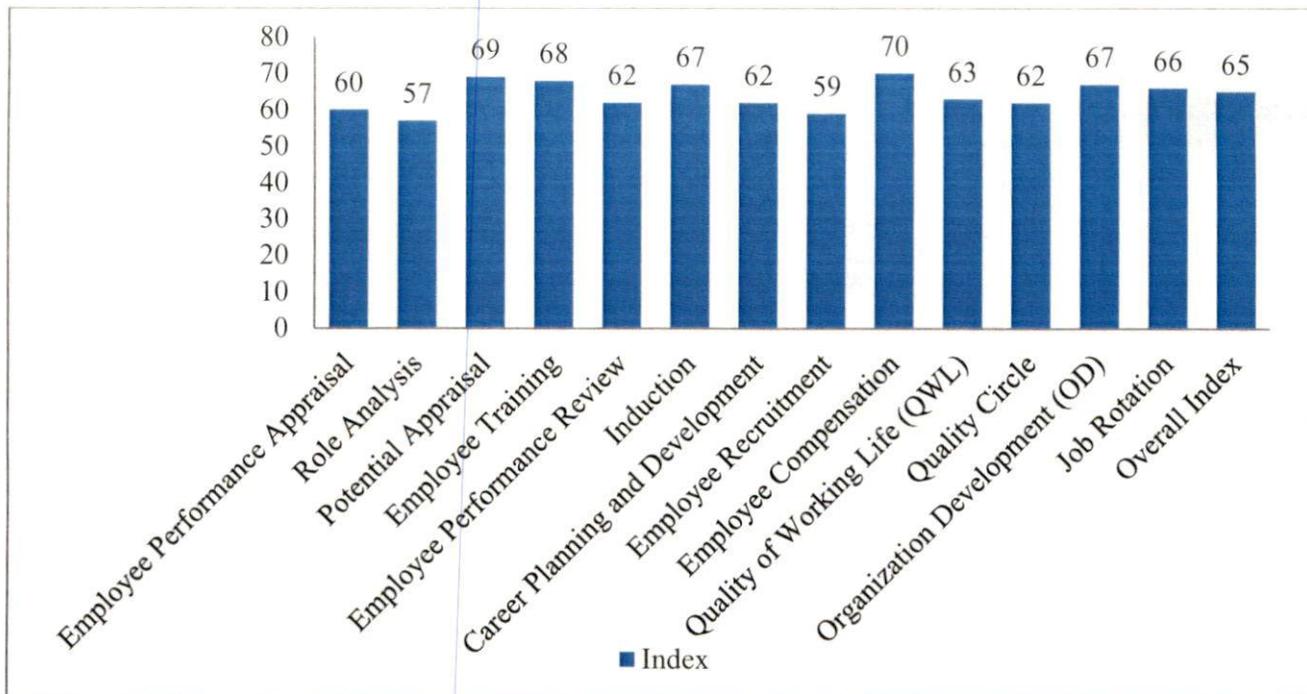
The overall level of this parameter among the employees in the organization was Good. Thus its evident that Job Rotation was important to the organization and work tasks should be rotated among the employees so as to broaden their field of specialization as well as their knowledge about the organization’s operation as a whole.

5.3.14 OVERALL INDEX

The overall index is worked out by dividing the total score obtained by sum of maximum score obtained for the thirteen parameters multiply by 100. By keeping the overall index as benchmark, an attempt is made to identify those parameters which obtained an index above the overall index. The overall index is presented in the Table 5.59.

Table 5.59 Overall Index on HRD activities

SI No	Parameters	Total Score	Index
1	Employee Performance Appraisal	1136	60
2	Role Analysis	640	57
3	Potential Appraisal	910	69
4	Employee Training	1280	68
5	Employee Performance Review	698	62
6	Induction	1012	67
7	Career Planning and Development	933	62
8	Employee Recruitment	1121	59
9	Employee Compensation	788	70
10	Quality of Working Life (QWL)	951	63
11	Quality Circle	933	62
12	Organization Development (OD)	1012	67
13	Job Rotation	738	66
OVERALL INDEX			65



From the Table 5.59 attempts it is clear that the overall level on HRD activities of COIRFED workers is 65 and the parameter with highest rank or first rank is for Employee Compensation provided for the employees in COIRFED. Among the 13 parameters used for analyzing the HRD activities 11 parameters falls in the category of Good , that's are Performance Appraisal, Potential Appraisal, Employee Training, Employee Performance Review, Induction, Career Planning and Development, Employee Compensation, Quality of Working Life, Quality Circle, Organization Development, Job Rotation and 2 parameters are in the category of Moderate that's are Role Analysis and Employee Recruitment . The Overall Index obtained was 65 percent.

The Top level employees in the COIRFED said that they have Good level on HRD activities and the index was 68 percent. Among the 13 parameters used for analyzing the HRD activities, all parameters fall in the category of Good.

The Middle level employees in the COIRFED said that they have Moderate level on HRD activities and the index was 57 percent. Among the 13 parameters used for analyzing the



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HRD activities, 10 parameters fall in the category of Good and 2 parameters are in the category of Moderate and only one parameter come under the category of High.

The Lower level employees in the COIRFED said that they have Good level of HRD activities and the index was 68 percent. Among the 13 parameters used for analyzing the HRD activities, 9 parameters fall in the category of Good and 4 parameters are in the category of Moderate.

The proportion used between Top level, Middle level and Lower level employees was 5:29:41. The Top, Middle and Lower level employees response was affected the Overall index on HRD Activities in COIRFED.

Chapter VI
***SUMMARY OF FINDINGS, SUGGETIONS AND
CONCLUSION***

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

6.1 INTRODUCTION

The Kerala State Co-operative Coir Marketing Federation (COIRFED), the Apex Federation of Co-operative Societies engaged in the manufacture of coir and coir products is entrusted with the task of marketing the products of the Co-operative Societies. Coir industry is a traditional industry which provides employment opportunities to many and COIRFED is the apex marketing federation facilitating marketing of coir and coir products of its members. The present chapter contains the summary of the project report in four parts, viz. (a) Major findings, (b) Suggestion (c) Summary and (d) Conclusion.

6.2 MAJOR FINDINGS

Findings about socio-economic characteristics of respondents:

- ✓ While considering the Gender status , Out of the total 75 respondents, females are greater than males.
- ✓ While considering the Age status, Majority (43 percent) of respondents belongs to the age group of 40-50. The main reason behind the high participation of workers between 40-50 age groups was due to the absence of new recruitments. Moreover the COIRFED is recruiting only temporary workers and coir workers are interested only in permanent jobs.
- ✓ While considering the Education status, Majority (44percent) of coir workers have are in Others and 24 percent of them have education up to Plus Two level. Majority of the workers are of the opinion that their job is matching with their educational qualification. It can be concluded as all the workers have basic education and none of them were illiterate.
- ✓ While considering the Designation status, Out of the total respondents, 73 percent belongs to the Non Managerial Level.
- ✓ Permanent workers are enjoying a wage rate of Rs. 15000 and Rs. 24000 according to experience of service. Permanent workers with an experience of 3-5 years are getting

15000 and permanent workers with experience above 5 years are getting wages up to Rs. 24000 per month. Temporary workers are paid with Rs.250 per day. It is clear from the table that majority(64%) of workers are having income between Upto Rs.10000 and about 20% of workers are in the range of Rs. 10000 to Rs. 20000 followed by 16% in the range of Rs. 20000 to Rs. 30000.

- ✓ While considering the experience, workers in the range of 5 to 10 years is more (53%) in COIRFEDs production unit. 28% of workers are in the category of Above 10 years of experience and only 19% workers are having an experience of Less than 5 years.

Parameters wise Findings;

1. The composite index for the parameter Performance Appraisal was found in the Good zone. The respondents showed higher degree on a statement particularly about “the Superiors having close contact with the employees appraise them”.
2. The Composite index obtained for the parameter Role Analysis is 57%. Thus it can infer that the Role Analysis adopted by the organization was on Moderate level. The respondents showed lower degree on a statement particularly about “Employee’s roles are based on the mutual expectations of the coworkers interacting with them”, this was affected the result. The respondents opined that Role analysis identifies the key performance areas and provides clarity about the priorities of the functions in the role.
3. The respondents opined that the organization gave more importance to the Potential Appraisal for discovering the individual’s capabilities and talents for excelling in higher positions and responsibilities. The index is 69%, thus we can infer that the Potential Appraisal adopted by the organization was on Good level. The respondents showed lower degree on a statement particularly about “Conducting employees counseling helps to identify their potential”.
4. The respondents opined that Employee training programme were relevant and useful. The index obtained for this parameter is 68%, thus we can conclude that the Employee Training programme adopted by the organization was on Good level. The respondents showed lower degree on a statement particularly about “Allocation of funds is made in the budget to conduct training programmes.”

5. The Composite index obtained for the parameter Employee Performance Review was 62%. Thus it can infer that the Employee Performance Review adopted by the organization was on Good level. The respondents showed lower degree on a statement particularly about “The employees get immediate feedback on their performance after appraisal process”. The respondents opined that organization gave more importance to the Employee Performance Review for developing action plans for improving the current performance.
6. The composite index for the Induction was 67% and thus come in the Good level. The respondents showed lower degree on particularly about “senior staffs take interest and spend time with new recruits during induction.” And the result was affected by this statement.
7. The composite index obtained in the parameter Career planning and development was 62%. Thus it can infer that the Career planning and development was on Good level. The respondents opined that Career Planning and Development was more important to the organization for providing a clear Outline on the prospects of an individual in the organization in the near future.
8. The respondents opined that the timely recruitment of employees in the organization was adequate and ideal recruitment efforts will be to generate adequate number of suitable applicants. The index is 59%, thus we can infer that the Employee Recruitment adopted by the organization was on Moderate level. The respondents showed lower degree on particularly about “Is the organization doing timeliness recruitment and Selection process” because the Recruitment and selection process will carry out by the Government authorities.
9. The composite index for the parameter Employee Compensation is 70%. Thus it can infer that the parameter Employee Compensation was on Good level. The respondents showed higher degree on particularly about “Good salary is a main motivation”. The respondents opined that Rewarding employee’s performance over and above their normal wages and salaries is considered to be an important task of the HRD.
10. The respondents opined that the Quality of Working Life was necessary to the organization to understand that inadequate working and living conditions produce adverse mental and physical effect on the employee, ultimately causing decline in the

efficiency. The index was 63%, thus we can infer that the Quality of Working Life adopted by the organization was on Good level.

11. The composite index for the parameter Quality Circle was 62%. Thus it can infer that the parameter Quality Circle was on Good level. The respondents opined that Quality Circle was adequate to the employees in the organization who have a shared area of responsibility, meet periodically to discuss, analyze, and propose solutions to ongoing problems.
12. The respondents opined that the Organizational development was achieving only through adequate HRD activities. The index was 67% thus we can infer that the parameter Organizational development was on Good level.
13. The composite index for the parameter Job Rotation was 66%. Thus it can infer that the parameter Job Rotation was on Good level. The respondents opined that Job Rotation was important to the organization and work tasks should be rotated among the employees so as to broaden their field of specialization as well as their knowledge about the organization's operation as a whole.
14. The overall index is 65% and is in the range of good level and the parameter with highest rank or first rank is for Employee Compensation provided for the employees in COIRFED. Among the 13 parameters used for analyzing the HRD activities 11 parameters falls in the category of Good that's are Performance Appraisal, Potential Appraisal, Employee Training, Employee Performance Review, Induction, Career Planning and Development, Employee Compensation, Quality of Working Life, Quality Circle, Organization Development, Job Rotation and 2 parameters are in the category of Moderate that's are Role Analysis and Employee Recruitment . The Overall Index obtained was 65 percent.

6.3 SUGGESTIONS

From the analysis of the collected data and the findings figured out, some suggestions were also drawn out as follows:

1. The overall index obtained was 65% which reveals, the HRD Activities was Good. And all the parameters indexes show an Good and Moderate Index. So the same standard can be maintained in the future.

2. Out of the thirteen parameters selected, seven fell below the overall index, i.e. below 65 percent. The impact of HRD activities will be much more effective, if the impact index of these parameters improves.
3. Organization can formulate suitable training programmes to improve the present performance.
4. Organization can Conducting employees counseling to identify employee potential.
5. Organization can provide Allocation of funds in the budget to conduct training programmes.
6. Organization can adopt immediate feedback system on the performance of the employees in the organization.
7. Organization Senior staffs can take interest and spend time with new recruits during induction.
8. Organization can shared Career paths with employees by the top management.
9. Organization can make arrangements for conveyance allowance, bonus etc. which are necessary for employees.
10. The top management gives importance to human resources and helps them in solving their issues.
11. Organization can track on the activities of Quality Circle.
12. Organization can make timeliness recruitment and Selection process.
13. Organization can make the employee's roles are based on the mutual expectations of the coworkers interacting with them.

6.4 SUMMARY

Human Resource Development is the part of human resource management that specially deals with development of the employees in the organization. Human Resource Development includes training a person after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

HRD is a vast field and considered to be an important one for any organization to increase the capacity of HR through training and development. So, it is essential to know about the subject on the basis of theory as well as through practical manner. Human Resource

Development is needed for an organization to move with dynamism& growth oriented to succeed in a fast changing environment.

The study entitled “A STUDY ON HRD ACTIVITIES IN COIRFED, ALAPPUZHA” was carried out with the objective to study the HRD activities in COIRFED. The study was undertaken with thirteen selected parameters. Primary data was collected through structured schedule. Likert Scale, percentages were used for analysis. The level of HRD activities is categorized High, Good, Moderate, Poor and Very Poor based on the index obtained.

The study was undertaken in two stages

- 1) Measuring the Impact with respect to selected parameters.
- 2) Identifying the Overall Index

6.5 CONCLUSION

From the study it concluded that, COIRFED HRD work is overall effective and develop according to meet the present and the future requirements of the organization. The organization is well aware of the fact that its output depends upon the wellbeing of the employees; hence organization tries its best to come to the expectations of the human resources and time.

The study on Impact Of HRD Activities in COIRFED is an attempt to identify the Impact of HRD activities in COIRFED. The index for the selected thirteen parameters ranged from 60-79 with an overall index of 65. Thus it could be inferred that the current HRD activities was effective in bringing in positive changes in the respondents and thereby contributing to the achievement of organizational objectives and aspirations.

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APPENDIX

A STUDY ON HUMAN RESOURCE DEVELOPMENT
ACTIVITIES IN COIRFED, ALAPPUZHA

Part A : DEMOGRAPHIC PROFILE

1. Name of the Employee	:	
2. Gender	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
3. Age	<input type="checkbox"/> 20-30	<input type="checkbox"/>
	<input type="checkbox"/> 30-40	<input type="checkbox"/>
	<input type="checkbox"/> 40-50	<input type="checkbox"/>
	<input type="checkbox"/> 50 and Above	<input type="checkbox"/>
4. Education	<input type="checkbox"/> 12th standard	<input type="checkbox"/>
	<input type="checkbox"/> Graduate	<input type="checkbox"/>
	<input type="checkbox"/> Post Graduate	<input type="checkbox"/>
	<input type="checkbox"/> Others	<input type="checkbox"/>
5. Designation	<input type="checkbox"/> Managerial	<input type="checkbox"/>
	<input type="checkbox"/> Non Managerial	<input type="checkbox"/>

6. Salary (per month)

Below 10000

10000-20000

Above 20000

7. Work Experience in the present organization

Less than 5 Yrs

5 -10 Yrs

Above 10 Yrs

Part B: HUMAN RESORCE DEVELOPMENT QUESTIONNAIRE

1. Performance Appraisal

SI No	Description of Statements	SA	A	N	DA	SD
1	The individual's performance is appraised periodically.					
2	Superiors having close contact with the employees appraise them.					
3	The managers are provided training on knowledge and skills required for conducting effective performance appraisals.					
4	The employees are appraised by their subordinates having direct reporting relationship.					
5	Performance appraisal is used to formulate a suitable training programme to improve the present performance.					

2. Role Analysis

SI No	Description of Statements	SA	A	N	DA	SD
1	The role to be played by the individual to attain the corporate Objectives is defined periodically.					
2	Employee's roles are based on the mutual expectations of the coworkers interacting with them.					
3	Roles are updated depending on the speed with which changes are taking place in organizations.					

3. Potential appraisal

SI No	Description of Statements	SA	A	N	DA	SD
1	Potential appraisal develops responsibility among the employees					
2	The organization support the employees in utilizing their potentials discovered					
3	Conducting employees counseling helps to identify their potential					
4	Feedback is provided to the individuals whose potential was assessed to discover their strengths or weaknesses					

4. Employee Training

SI No	Description of Statements	SA	A	N	DA	SD
1	Allocation of funds is made in the budget to conduct training programmes.					
2	Training programmes organized help to improve one's capability and potential					
3	Employees are given training before there are placed on new jobs/assignment					
4	Training of employees is given adequate importance in the organization.					

5. Employee Performance Review

SI No	Description of Statements	SA	A	N	DA	SD
1	The employees get immediate feedback on their performance after appraisal process.					
2	The organization provides guidance for future performance based on the appraisal data.					
3	The review is done in a nonthreatening way on the progress made in achieving the objectives					

6. Induction

SI No	Description of Statements	SA	A	N	DA	SD
1	Senior staffs take interest and spend time with new recruits during induction					
2	The norms and values of the company are clearly explained to the new employees during induction.					
3	Induction provides the minimum knowledge, attitudes and skills required to function effectively in the initial years					
4	New recruits find induction training to be very useful.					

7. Career Planning and Development

SI No	Description of Statements	SA	A	N	DA	SD
1	Career paths are shared with employees by the top management					
2	The employees feel that they have a career progression in the organization					
3	Career planning improves morale and motivation by matching skills to job requirements					
4	organization have a clear policy on career planning and employee development					

8. Employee Recruitment

SI No	Description of Statements	SA	A	N	DA	SD
1	HR hires trained employees to make the best hiring decisions.					
2	organization do proper Job Analysis before Selection Process begins					
3	Usage of competency model in selection process may bring transparency in recruitment and selection process					
4	Is the organization doing timeliness recruitment and Selection process					
5	The environment factor like political, job market affects the recruitment and selection process					

9. Employee Compensation

SI No	Description of Statements	SA	A	N	DA	SD
1	The compensation packages of the employees in the company are at par with the market.					
2	Good salary is a main motivation					
3	In the organization bonus scheme is satisfactory					

10. Quality of Working Life (QWL)

SI No	Description of Statements	SA	A	N	DA	SD
1	Are you comfortable and satisfied with the working condition of the organization					
2	The top management gives importance to human resources and help them in solving their issues.					
3	There exists a harmonious relationship among the employees, across the hierarchies in the organization.					
4	Quality of work life helps in increasing employee's productivity					

11. Quality Circle

SI No	Description of Statements	SA	A	N	DA	SD
1	Do you think that members in your quality circle are able to solve the problems and are participative?					
2	Does the management keep track on the activities of Quality Circle in your organization?					
3	Quality Circles are helpful in Building an attitude of problem prevention among employees?					
4	Quality Circles are helpful in cost reduction and increases productivity					

12. Organization Development (OD)

SI No	Description of Statements	SA	A	N	DA	SD
1	Organizational development is achieved through HRD. activities					
2	Organization development depends upon co-operation among all the units.					
3	Conflict management is prevailing in the organization					
4	HRD planning makes the organization effective to implement changes					

13. Job Rotation

SI No	Description of Statements	SA	A	N	DA	SD
1	Job-rotation in this organization facilitates employee development					
2	Job rotation broadens the knowledge of employee					
3	Job rotation helps in career planning & progression of employee					

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