

# A study on Contribution of HR Department's towards employee development in current scenario

Ms. Priyanka Patel

Assistant Professor Institute of Language Studies and Applied Social Sciences , Vallabh Vidhyanagar, Gujarat. India Email: [priyanka.ilsass@gmail.com](mailto:priyanka.ilsass@gmail.com)

*Competitive pressures have heightened the need for organizations to utilize their human resources more effectively. It is argued that one way of achieving this is through the process of strategic human resource management. There is no singular universally adopted definition of strategic human resource management.*

*This is linked to the fact that there are a plethora of conceptual models that have been used to help explain and predict the link between human resource management and organizational performance. Such human resource management systems have been referred to as high performance work systems (HPWS). One of the characteristics of such systems is the provision of employee development and training activities in line with the business strategy. Extensive training and development is used to 'improve the quality' of employees. Management training, in particular, is seen as crucial to developing the necessary job skills and competencies within the top occupational levels and as a means of cascading knowledge and skills throughout the rest of the organization. This paper thus focuses that in addition to emphasizing the link between human resources activities and business needs, strategic human resource management also involves the internal integration of activities across the HR function, for example, selection, development and rewards. Successful internal integration of HR activities results in organizational benefits and thus HR has to play a Pre-vital role in Employee development.*

**Key Words:** Employee Development, Management Training, Job skills.

## INTRODUCTION

Today's human resources people manage poi-vital tasks and, increasingly, consult top executives regarding strategic planning. They have moved from behind-the-scenes staff work to leading the company in suggesting and changing policies. Senior management is recognizing the significance of the human resources department to their financial success. In an effort to enhance morale and productivity and help organizations increase performance and improve business results, they also help their firms effectively use employee skills, provide training and development opportunities to improve those skills and increase employees' satisfaction with their jobs and working conditions. Although some jobs in the human resources field require only limited contact with people outside the office, dealing with people is an important part of the job. The responsibilities of human resources generalists can vary widely, depending on their employer's needs. In a large corporation, the top human resources executive usually develops and manages human resources programs and policies. In addition to emphasizing the link between human resources activities and business needs, strategic human resource management also involves the internal integration of activities across the HR function, for example, selection, development and rewards. Successful internal integration of HR activities results in organizational benefits. For example, it is when training and development programmes are integrated with recruitment and selection objectives that these are correlated with the attraction of high quality recruits and the retention of highly skilled employees. One mechanism for achieving internal

integration is the collection of workforce data. It is argued that formal HR strategies trigger traditional planning activities such as data collection. Obtaining workforce data from multiple sources provides organizations with a clearer understanding of the choices and options open to them. The management of the internal labour market, through career planning, succession planning or development opportunities such as international placements, is a key aspect of strategic HRM. These management practices provide the human resource specialist with information about the internal labour-market-skills potential. They also act as a vehicle for achieving internal integration by linking employee performance with rewards and enhancing staff motivation. Feedback mechanisms play an important role in enabling the human resource system to adapt and change in line with business needs or demands from other HR functions. In training and development terms, such feedback is provided from training-needs analysis, evaluation of training effectiveness and individual performance appraisals. HR strategies are recognized as being idiosyncratic and vary depending on the strategic business demands. The diversity in the range of employee-development practices used by organizations may, in part, be explained by the lack of standardization in management education and the highly unregulated characteristics of the training market, compared with discuss educational and legislative systems as institutional pressures shaping organizational practice. They labelled pressure to conform derived from legislation, as 'coercive institutional pressure', and pressures derived from, for example, professional bodies or educational bodies, 'normative institutional pressures'. Employee development is a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done.

Employee development programs make positive contributions to organizational performance. A more highly-skilled workforce can accomplish more and a supervisor's group can accomplish more as employees gain in experience and knowledge. Employee development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of the company. The more capable and qualified the employees the better the performance of the company. When they are well trained, they can easily handle situations and please customers ensuring customer retention. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. Training programs for employees training programs are essential and companies provide either initial training to help the employee learn about how to perform their duties or ongoing training where employees meet regularly to discuss how to improve work performance.

## STAGES OF EMPLOYEE DEVELOPMENT

Everyone goes through several stages of development as they move from being a career "beginner" to a full expert in their field. Each stage has specific needs and tasks to consider. As you work with employees on development, it can be helpful to look at their stage in order to find the best kind of activities for them. Keep in mind that the stages do not relate to age. If an employee has recently completed a career change, he or she is probably in the "exploration and trial" stage. If, on the other hand, he or she has burned out on his or her career, he or she might be in "disengagement" even though chronologically he or she might be in his or her early thirties in age.

### Stages in a Job or Career

Stage	Characteristics	Needs	Tasks
<b>Explorati0n and Trial</b>	Work with regular guidance Work is routine, detailed	Learn to ask for help Learn to take initiative	Develop self-image in the job Becomes a " "

<b>Establishment and Advancement</b>	Has own area of responsibility Work independently Independence and specialization	Build a reputation Learn to work independently Produce significant results	Accept organizational realities Learn how to cope Deal with change or lack of it Learn how to get ahead
<b>Mid Career: Growth, Maintenance Decline</b>	Responsible for guiding others Use great breadth of technical skill to support organization	Feel disappointment if goals are not achieved Learn to help others	Develop others through knowledge Serve as mentor
<b>Disengagement</b>	Use experience to provide direction for the organization Influence decisions	Prepare psychologically for retirement Learn to accept a different role	Learn to let go Achieve balance in life

**Figure1****RESEARCH METHODOLOGY****TITLE OF STUDY:**

“A study on Contribution of HR Department’s for employee development in industry”

**SUB TITLE OF STUDY:**

(A study of 50 respondents of middle level employees working in private Industry)

**SIGNIFICANCE OF THE STUDY:**

The entire organization is basically on the focus on change and improvement through variable changes in people such as the values, beliefs, attitude, behaviour, and interpersonal relation of member of an organization. Thus, behavioural science and psychology of the people affect the organizational climate. In ways that contribute to behavioural improvement among the member of an organization or development of the sensitivity or awareness of the member of the organization regarding their goals, roles, relationship, problem, and capabilities. The objectives of the organization or Human resources development are to facilitate the achievement of organization goal and member of satisfaction.

The instruction of development organization are many such intervention strategy should result in more complete and committed people that would make the organization grow by contribution their best to it such strategic out comes influence over all organizational effectiveness.

#### **OBJECTIVES:**

- To study the attitude of employees towards the Human resources Development
- To study the perception of employees regarding contribution of Human resources for employee development.
- To know whether Human resources is contributing towards development of the organization through Team-work and manpower planning
- To study the perception of the employee regarding the contribution of Human resource for the employee development.

#### **RESEARCH DESIGN:**

The design for study is descriptive cum explorative. It also explores the views of employees regarding the contribution of Human resource for employee development and Describes the fact about the contribution of Human resource Development.

#### **UNIVERSE:**

The universe of the study consists of middle level employees working in Private Industry.

#### **SAMPLE & SAMPLING PROCEDURE**

The study consists of 50 middle level employees which were selected on the basis of simple random sampling method.

#### **TOOL OF DATA COLLECTION**

The data was collected with the use of Questionnaire method.

#### **LIMITATION OF STUDY:**

- The data was collected through questionnaire as it was the primary source, hence whatever information is collected through the tool form the respondents has been assumed to be fact full and true.
- Respondents were not ready to share their views freely regarding Human resource Department's
- The respondents were busy with their work and were not able devote ample time for study.

### **REVIEW OF LITERATURE.**

#### **Promoting good Business: Methods to support employee development and encourage loyalty, 2010**

The creation of an Employee Assistant Group or Program could also help individuals deal with a difficult work place without forcing them to leave a position they may otherwise be well-suited for. Such a program might offer counseling for personal or professional issues. Management should be open to recommendations from counsellors of the program to move employees or otherwise adjust working situations so they can continue to be productive, but also happy in their current positions. The dilemma businesses face when it comes to deciding to promote or hire someone new is common. It is a



subject of interest to employees as well, who know their competition is training for the higher paying jobs, while they continue to improve their skills for the jobs they already have. Supporting promotions for internal applicants is a must for organizations that Disire to foster a productive work environment and keep morale high. Additionally, rewarding loyalty and longevity with promotions, as well as other benefits and perks, can keep qualified employees in positions for which they are well-suited. Numerous options are available for businesses to help enhance the skills of their employees and enable them to compete at higher levels. The potential for a positive impact on professional development in numerous specialties is paramount. Even in businesses where new hires are selected, there are methods of showing appreciation to employees that have been loyal to the organization that can mitigate the negative backlash. The assessment of employee aspirations and appropriate training to acquire new skills will surely benefit the individuals and the business as a whole. In the end, the right person for any position should compliment the internal culture of the organization.

**Ackerman, Leonard:**

**Selected Employee Development Specialists in the Federal Government, 2010**

The purpose of this study was (1) to analyze perceptions of Employee Development Specialists in the Federal Government concerning their present role versus their ideal role and their present place in the organization versus their rightful place; and (2) to compare their background with that of personnel specialists in the Federal Government. According to a United States Civil Service Commission survey and the researcher's follow up survey, the Employee Development Specialists, relative to the other group, had more education; more active in professional societies and organizations; identified more with their agency and work group than with the personnel field; showed more educational interest and course enrolments; and more concerned with teaching techniques, individual and group behaviour, and current management theories than with procedural matters. Role Discriptions by Employee Development Specialists quite varied. It was recommended that the Civil Service Commission develop a meaningful role Discription for Employee Development Specialists, establish educational and experiential standards directly related to the demands of the role, and resolve the apparent conflict between these specialists and the personnel specialists.

**Frederick Herzberg:**

**How Do You Motivate Employees, 2009**

When Frederick Herzberg researched the sources of employee motivation during the 1950s and 1960s, he discovered a dichotomy that stills intrigues (and baffles) managers: The things that make people satisfied and motivated on the job are different in kind from the things that make them dissatisfied. Ask workers what makes them unhappy at work, and you'll hear about an annoying boss, a low salary, an uncomfortable work space, or stupid rules. Managed badly, environmental factors make people miserable, and they can certainly be demotivating. But even if managed brilliantly, they don't motivate anybody to work much harder or smarter. People are motivated, instead, by interesting work, challenge, and increasing responsibility. These intrinsic factors answer people's deep-seated need for growth and achievement. Herzberg's work influenced a generation of scholars and managers—but his conclusions don't seem to have fully penetrated the American workplace, if the extraordinary attention still paid to compensation and incentive packages is any indication.

**Cassano:**

**Employee development in flat organization, 2009**

When someone is already part of that culture and is qualified to fill the role, businesses should not hesitate to promote them. There is no better way to support your employees, encourage them to improve professionally, and develop a diversely-talented staff.

**Ronald Jacobs and Christopher Washington:**

**Employee development and Organizational performance, 2009**

The relationship between employee development and organizational performance. The research supports the commonly held belief that employee development programs make positive contributions to organizational performance. However, there continues to be limited information beyond this basic relationship. From an HRD perspective, research on employee development seems an area of high importance. Employee development means more than helping employees become continuous learners, regardless of the requirements of the organization. To be beneficial for both individual employees and organizations, research on employee development should seek greater understanding about the wide range of conditions within which employee development programs exist in organizations.

**Harry J. Martin, Mary W. Hrivnak**

#### **The transformation of employees into trainers , 2009**

Business realities demand that organizations place a strategic emphasis on developing knowledge workers and becoming a learning organization. Numerous programs of organizational change and renewal must also be undertaken to keep firms competitive. This requires ongoing training for all employees to succeed in today's global marketplace. While external consultants and professional staff are often called upon to provide this training, many organizations are turning to their own employees as an effective, lower cost alternative. There are several benefits to using this strategy, but significant support must be provided to realize these benefits. Herein, we Describe a systematic process to turn novice employee trainers into a powerful force for organizational change. By transforming employees into disciples, organizations can give training the impact it needs.

Harvard Business Press

#### **Developing Employees, 2009**

Managing employee growth is critical to your organization's success. But to develop your employees effectively, you must have certain skills, such as the ability to seek out opportunities, set goals, and provide feedback. This volume teaches you to: Assess developmental needs Understand and take into account differences between your employees Use a Performance and Potential grid to determine next steps Conduct a career development discussion

**Harry J. Martin, Mary W. Hrivnak**

#### **The transformation of employees into trainers, 2009**

Business realities demand that organizations place a strategic emphasis on developing knowledge workers and becoming a learning organization. Numerous programs of organizational change and renewal must also be undertaken to keep firms competitive. This requires ongoing training for all employees to succeed in today's global marketplace. While external consultants and professional staff are often called upon to provide this training, many organizations are turning to their own employees as an effective, lower cost alternative. There are several benefits to using this strategy, but significant support must be provided to realize these benefits. Herein, we Describe a systematic process to turn novice employee trainers into a powerful force for organizational change. By transforming employees into disciples, organizations can give training the impact it needs.

**Christine Casey Cooper:**

#### **Employee development-Building employee morale and enhanced value to the organisation, 2008**

Employee development is an essential element of company growth. If a company wants to attract and retain the best people, it needs to invest in employee growth and development. New employees will find it rewarding to learn new things and take on better and better challenges. Progress is a result of an organization that fosters learning and constant improvement.

Mentoring helps both the new employee and the mentor. Some time ago there was case of a new employee who came equipped with technical skill in a new area. In his master's degree studies, he had done research in a ground-breaking new discipline. The mentor recognized the value of this, and he introduced this new discipline into the analyses at hand. This got the attention of management and the major customer too. It evolved into the next effective method of tackling a difficult analytical task. Everybody benefitted from the experience. Additional training is beneficial to the employee and the

company, whether it is in-house training or a seminar brought inside from outside expert resources. In fact, some seminars are free because they full fill an element of the sales function of suppliers. (Selling is educating.) Reimbursement of employee studies at the university or seminars is a good investment because it imparts new knowledge to promising individuals, and it makes them more valuable. In addition, it makes the organization a Disirable place to work. Further, promotion from within is fostered, and it demonstrates the company's faith in the abilities of the employee. Star performers need to be recognized by a pat on the back, but ignoring this need can be demoralizing. Performance can suffer if the employee receives no recognition for their efforts. The creative learning process can be encouraged by openness to new ideas or suggestions. Management can formalize this process with suggestion plans with cash rewards attached for useful ideas. Cynics claim that the employees are being paid to perform without special recognition or rewards. Experience has proven them wrong.

#### **Cheryl Rivera , 2008**

All organizations with multiple employees face the same dilemma when it comes to promotions, motivation, and career paths. This dilemma involves supporting employees with their professional development within the organization. Employees need incentives to excel in their positions and continue to learn and achieve great success. It is in each organization's best interest to select people who are well-qualified and will maintain loyalty and longevity with the organization. The problem arises when well-qualified employees are competing against outside individuals offering varying experiences and higher levels of education. Organizations that deny qualified employees the opportunities to promote will have employees with poor morale and lacking motivation. Having little opportunity for upward mobility in career paths could result in losing good and loyal workers. However, promoting onboard employees denies the company the opportunity to acquire new, well-qualified, outside talent. There are ways businesses that Disire to promote onboard employees into higher positions can better prepare their employees to be competitive against outside competitors. There are also methods companies can utilize to boost morale when new hires are necessary and award loyalty. When a company hires an individual to fill a certain role in the organization, it is expected that employee will gain experience and expertise using the skills he or she has at hiring. Often, businesses will promote and even subsidize training to enhance the skills of employees in their respective positions. This can be through stress management courses, classes in software, and anything from "skills of a great secretary" to "skills of the business professional." It is relatively common for organizations to spend time and resources, or otherwise expect their employees to spend time and resources, to enhance their skills and improve in efficiency in their current positions. The more employees know about their jobs and new technologies that enable them to do their jobs, the more it benefits the businesses they work for. This practice, however, rarely affords employees an opportunity to acquire new job skills outside of their current position. Ultimately, while employees are training to get better at their current positions, someone else is training for the positions to which they might want to promote. Regardless of the stipulations companies may decide to place on the "perk," opportunities to receive training above current positions should be offered to employees as well. Businesses may opt to require an employee receive a superior performance rating for two consecutive years before committing company resources to fund such training. It is imperative, however, that businesses realize the only way employees will gain the qualifications necessary to promote is by offering opportunities to learn those skills. Organizations may select to identify specific training media or certain positions for which they want to enhance their pool of candidates. Other factors to consider when offering training toward promotions may be the quantity of positions available, overall competition for the positions when open, and technical training required. Additionally, companies should consider initiating mentoring or in-house training programs. Also, the assignment of collateral positions, such as backup or standby, to encourage employees to seek out positions of interest, I earn the job and even perform the job duties in the absence of incumbents, is an excellent way for employees to gain needed skills. Some positions may need to offer several backup opportunities, depending on interest in the position. In an effort to avoid "grooming" specific employees, rotating these opportunities among employees, even to employees with no current interest in promoting, is an option. Ultimately, company training should not restrict employees to only enhance their current positions. In a business that wants to promote from within, training employees for the positions they hope to achieve in the future is a great way to give them an advantage. Some options that are great starts are like those offered by Odyssey Seminars ([odyssey.eventbrite.com](http://odyssey.eventbrite.com)) and include the basics. These focus on getting hired and promoted, examine resume writing, and enhance interview skills. Better options are more "job specific" and might include basics of preparing a balance sheet, balancing a budget, how to prepare schedules and rotate employees to cover positions, space planning for offices or buildings, marketing methods, research and



development techniques utilized in the company, and customer/target analysis. Essentially, almost any course Designed for in-position employees that can be simplified to entry-level is a fantastic option for employees that Disire to promote into those positions. In taking courses which are Designed for higher level employees, promotion candidates may not only acquire new

Skills, but may also be fulfilling specific job prerequisites. For example, an individual interesting in a job working on computers may have an opportunity to become certified in C++ programming. Ultimately, being C++ certified may be more than just a preferred skill, but a requirement for anyone to be hired into a technology based position. An employee would definitely benefit to achieve this certification, which leads me to my next recommendation. Businesses that Disire to promote from within should provide to all employees, the job Discriptions and core skills necessary to be qualified for higher positions. For instance, core skills and training to be a GIS Analyst are provided at the Geo Community website (located at geocomm.com.) The information provided in the list advises prospective employees of the training and skills, both technical and with people, which will help get them hired into the GIS Analyst positions they Disire. This is a prime example of the type of information businesses need to provide to their employees regarding higher ranking and higher paying positions. Across the board, employers need to advise employees of the skills they should be acquiring to qualify for Disired positions. The standards and skills should be the same regarding qualifications of on-board employees and new outside hires (meaning everyone is held to the same standard). This is already in practice in Canada with the National Occupational Standards and the Canadian Food Industry Council (CFIC). As reported in the Canada Newswire, Cheryl Paradowski, Executive Director of the CFIC, "National occupational standards define the skills, knowledge, and attitudis that an individual needs to perform competently in a given occupation. It is a tool that can help employers to set their employees up for success by clearly defining responsibilities and expectations."

**Mac:**

#### **Employee development though performance, 2008**

Employees are the main drivers of the business; hence, their development should be a priority. Development plans will come from knowing the strengths and opportunities of the employees. And this can be done by doing 360 reviews or performance reviews of the employees. Businesses are faced with several options when it comes to selecting the best solution to do these reviews. An expert in market research and highly-knowledgeable in all these software solutions will be able to recommend the right tool that will best fit your business needs. Each day you communicate with multiple people in various ways. You chat with co-workers, email clients, meet with your boss, etc. As specialists in employee surveys, what we hear from clients — and what we see in reports — is shortcomings in communication. Sometimes the problem is the method of communication, sometimes it's the timing... and sometimes it's the perception that offering honest feedback is not worth the bother or the risk. Because communication touches on all parts of one's professional (and personal) life, continual improvement in this area is vital. Gathering honest feedback should never be relegated to annual employee surveys or performance reviews. We Designed Virtual Suggestion Boxes to show you how ongoing feedback tools can be adapted to any organizations, manager's or individual's needs. Which Virtual Suggestion Box product is best for you? See our product Discriptions to determine which of our solutions fits best with your goals and environment. With that in mind, I created a range of solutions that can be: Sent as a survey, posted on a Web site, emailed as a link or incorporated into an email signature Email signature usage shows people you are committed to ongoing feedback and creates a "halo" effect for you, elevating your image to clients, co-workers, supervisors and others with whom you interact regularly Anonymous, optionally anonymous or with identities fully disclosed Styled like a forum, blog, survey or combination Used for mass communication or one-on-one feedback Accessible to the public or restricted in access Focused on a specific target group (i.e., employees, customers, members...or a combination) Affordable and cost-effective for any size organization, department or person

**Lara Sanders Fordis:**

#### **Career Management and employee development, 2008**

Is a market research professional valued for her customer-service orientation, her commitment to finding creative, cost-effective research solutions, her project management expertise, and her ability to translate research into user-friendly language. Lara has proven expertise in qualitative market research



management. She is committed to creating and implementing organizational improvements to impact not just an individual project but a company's efficiency, overall corporate environment, and goals. Employees are the main drivers of the business; hence, their development should be a priority. Development plans will come from knowing the strengths and opportunities of the employees.

And this can be done by doing 360 reviews or performance reviews of the employees. Businesses are faced with several options when it comes to selecting the best solution to do these reviews.

### **Peter Cappelli**

#### **The Problem of Uncertainty in Talent Demand: Focusing on Internal Development, 2008**

When you recognize that talent management is a business problem, it makes sense to apply what you know about structuring challenges in ways that are most cost effective. This chapter explains how to structure internal development to reduce uncertainty and lower costs by using techniques from operations research. These techniques include shortening the forecasting cycle, relying on the principle of portfolios to reduce variability, and reorganizing the delivery of developmental programs to improve responsiveness.

### **Seth Lieberman, Steve Krupp**

#### **Three-Dimensional Leadership Development, 2008**

Your best and brightest employees--those poised to become your organization's future leaders--see their professional development as a right, not a privilege. To boost your direct reports' leadership capabilities and keep them on board, the authors of this article propose a three-dimensional approach to leadership development based on the book *Head, Heart & Guts: How the World's Best Companies Develop Complete Leaders*. As you approach developing the capabilities of your team through your "head," you seek to hone the skills that will further your company's strategy. In your "heart" mode, you establish open dialogues around your employees' capabilities and aspirations. Developing leaders requires "guts," the authors say--you need to take calculated risks by placing talented individuals in stretch roles. The payoff of this holistic approach? You will increase the depth of talent in your team today and create the leaders your company needs tomorrow.

### **Gilad Chen and Richard J. Klimoski**

#### **(Management and Organization development, 2007**

The purpose of this article is to discuss progress and gaps in the scientific employee development literature. In particular, we first delineate three criteria against which scientific progress in Human Resource Management fields can be evaluated. We then review examples from the training and development literature that illustrate progress toward meeting each scientific criterion. Finally, we identify several gaps in the literature that require further theory development and empirical research. Although our general assessment of scientific progress in the training and development literature is positive, we also argue that more multilevel research is needed to better understand how learning is influenced by factors residing at multiple levels of analysis, as well as how learning generalizes to influence practically meaningful outcomes at higher organizational levels.

### **Huckleberry Finn**

#### **Character of employee development, 2006**

The employee development. The author analyzes the correlation between employee development and customer satisfaction, suggesting that employees may have a higher ability and willingness to solve crises encountered because of training courses that are encouraged. The author concludes that employee development has become a necessity for surviving in a complex and dynamic environment that continually poses new challenges to the organizations acting within its framework.

### **Gayle Lantz**

#### **Motivate employee participation in Professional development opportunities and improve performance, 2006**

When companies think of employee development, they often search for training programs, educational seminars, coaching or the latest book that might offer ideas on what employees can do to sharpen skills or strengthen expertise. However, none of these programs will be effective if the organization lacks one critical success factor: individual motivation. An individual has to want to develop himself before any employee and development program can be successful.

Some say they're "too busy." Some say they're "already developed." Some blame the boos. Some like burying their heads in the sand, afraid of what they might learn about themselves.

**P.J Germain:**

#### **Employee development in flat organization, 2006**

In team-based organizations, opportunities for promotion come rarely. So how do you provide opportunities for team members to grow and develop? Follow these suggestions: Enrich the job. Increase the variety of team member's tasks, and give them more control over their work. Suggestion: Look both horizontally, team members can learn to operate more pieces of equipment, and vertically, they can take on more management tasks, such as planning. Encourage lateral transfers. Let them build knowledge by jumping organizational boundaries. Caution: Productivity may dip while team members learn new jobs. However, the payback in motivation and big picture understanding usually offsets such costs. Develop career pathways. When team members have no career ladder to climb, build a series of pathways that radiate from your team to other teams and departments. In fields where competency comes from years of experience and education, establish ties to other teams, Inside and outside your organization. Create reciprocal relationships, you train their people in certain areas, and they train your people. This allows team members to progress in their fields of expertise, instead of having to move into management if they want to earn bigger salaries. Suggestion: Identify levels of knowledge and contribution in each technical area. Then identify appropriate training and experiences that can lead a worker from one level of participation to another. Increase pay for a specific team member as he or she moves across the web. Design new roles. With a little creativity and flexibility, organizations can let team members Design new roles. Share your organizations challenges with team members and ask what they have to contribute. What can they do to add value? You may be surprised at the wealth of ideas that employees pigeonholed in limiting jobs can come up with. Assign mentors to junior employees. Mentors give less experienced employees the opportunity to learn from seasoned veterans. Employees will be more comfortable in the face of new challenges if they know where to go for help. Mentors can inspire employees to strive for greater levels of success, help them channel their ambitions, and teach them new ways of handling ongoing problems more effectively. Offer tuition reimbursement. By supporting your employees Desire to educate themselves, you will increase the knowledge base within your company. In the long term this can make internal operations more efficient, reduce the need to outsource for expertise, and help your company stay ahead of industry and market trends. Emphasize and encourage development. Performance appraisals and regularly scheduled reviews are perfect occasions to set goals and discuss expectations. Ask your employees what they have learned, what new responsibilities they have taken on, and which opportunities they are interested in for the future.

**Harvard Business Press**

#### **Performance Management: Measure and Improve the Effectiveness of Your Employees, 2006**

Today's competitive workplace demands that managers evaluate employee performance and provide coaching. This book helps managers prepare for a formal performance meeting with a direct report and create a development plan to increase employee productivity. Today's competitive workplace demands that managers evaluate employee performance and provide coaching. This book helps managers prepare for a formal performance meeting with a direct report and create a development plan to increase employee productivity. The Harvard Business Essentials series provides comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your finger tips.

**HBS Press, Harvard Business School Press**

#### **Employee Development: Helping People Grow in Their Careers, 2006**

Managers who take employee development seriously are those who are likely to attract good people, produce a workplace with high morale and standards, and maintain a record of continuous improvement. This chapter offers practical ideas for developing the capabilities of your staff. Managers who take employee development seriously are those who are likely to attract good people, produce a workplace with high morale and standards, and maintain a record of continuous improvement. This chapter offers practical ideas for developing the capabilities of your staff.

**Alexander Gordon**

#### **Employee Development, 2006**

Employee development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of the company. The more capable and qualified the employees the better the performance of the company. When they are well trained, they can easily handle situations and please customers ensuring customer retention. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. Training program for employees training programs are essential and companies provide either initial training to help the employee learn about how to perform their duties or ongoing training where employees meet regularly to discuss how to improve work performance.

**Garavan, Heraty and Morley, 1996**

Ownership and control of HRD activities is subject to actor perceptions, which make it difficult to determine accountability. Line specialist groups feel they should control and that HRD's role is to provide effective service. Individual learners and external training providers prefer shared ownership and collaboration. Trade unions, senior managers and HR specialists believe line specialists and individual learners should own HRD while control is the responsibility of HRD. There has been a shift in responsibility for HRD investment to the individual learner. This probably reflects today's reduced job security and the utilization of development to build commitment and increase the employee's future employment as well as his/her competencies. It is generally believed that it is senior management's role to provide financial and psychological support and demonstrate commitment to investment.

**Gennard and Kelly, 1997**

caution practitioners that HR representation on the board of directors should not be seen as an Indicator of high status and influence. This is because it does not indicate active representation of the people management function in strategic decision making and strategy formation processes.

**Torrington and Hall, 1996**

Suggest that the strategic role of the senior HRM practitioners in the UK is workplace rhetoric. They argue that the main issue is how personnel practitioners can add value by demonstrating the skills and competencies required to engage strategically in business processes. Individual competencies of the personnel directors can play an important part in influencing the strategic business decision making process (Gennard and Kelly, 1997; Ulrich et al. 1995). Others, such as

**Eisenstat, 1996**

Argues that the primary source of competitive advantage is the centrality positioning of the HRM function within any organisations. Business partnership with line management and other stakeholders requires HRM practitioners to undertake three main roles within their organizations, namely, strategic, consultancy, and service roles. The change in roles are consistent with developments in New Zealand (IPMNZ , 1994) and reflected in the 1995 national survey of AHRI members (Dowling and Fisher, 1997).

**President Cowley, 1995**

President Cowley says that light of a free market economy and with change moving at a phenomenal speed, training and development assume an importance never before witnessed in India corporate history. Training and development can take a verity of useful forms from induction and expensive ones for fast trackers. It can also be time and money wasted on programs that entertain focus on empowering individuals to cope with managerial Technological and behaviour changes.

**Jackson and Schuler, 1995**

High light the importance of macro and micro environmental factors on the HRM function. For example, macro environmental factors include changes in economic and business structures (e.g. economic downturn, globalization, new organizational forms, knowledge based organizations); changes in industry characteristics and structures (e.g. Hilmar's National Competition Policy); product and labour markets characteristics (e.g. consumer sophistication, high unemployment, workforce diversity); and financial and technological advances (see Carter, Nicholson, and Barlow, 1995 for detail discussion).

Micro dimensions are concerned with individual level factors such as professional and technical skills/competencies (Ulrich et al., 1995), reputation effectiveness of the HRM function in the organizations (Thus, 1994) and the development of strategic mindset by HRM practitioners

**Jackson and Schuler, 1995**

There is a growing need for practitioners to be part of the top management team, engaging in a business partnership with line managers (Eisenstat, 1996; Gennard and Kelly, 1997; Ulrich, 1996).

**Shah, 1994**

He has talked about the HRD and says that until recently many managers perceived HRD department .As supportive to the organization but nevertheless dispensable. They never perceived it as having developmental objectives for employees in the organization. However new expectations in business industry and changing expectations of work force have made it imperative to have the developmental outlook towards the employees. Defining a term is a hazardous task and more so when the concept is still evolving. HRD is concerned with areas of human endeavour as well as the political, economic and the cultural scene of country, its boundary is fluid and the field itself is twisting as it is emerging. It is not easy to encompass by the turn of this century. At present the only attempt made to define HRD has been in the content of the employment by the management scientist HRD is a series of experiences and they must be specific and organized in the sense that there are objectives, a process of learning provisions for evaluation In the past the most common activity of HRD on the job Training.

**Hilton, 1992**

He found that the P&L model and management control managers are able to control employee behaviour by linking occurrence of Disired behaviour to some form of reward , thereby ensuring predictability of behaviour the intention is to introduce and enforce agreed norms and behaviour on managements prescribed agenda. Thus management is able to control the workers when close super vision is not possible if an individual has discretion as to which behaviour to reward then he or she has power

**Simons, 1992**

Simons after through study suggested that employee should be given cash bonuses and prizes for meeting sales treats customer given such case bonuses and prizes for meeting sales targets costumer services and cleanest store. For special yearly compensation when only a few people gain prizes should be precious and can range form holiday voucher to a set of two tickets for an all expense paid trip to Hollywood. He also observed that majority of the organizations tend to use cash bonus when it is a more regular incentive.

**Glanz and Dailey,1992**

To understand these roles, this section will focus on the roles required of Australian practitioners to succeed in achieving a strategic status within their organizations. Prior to identifying these roles, the following section will highlight the influence of environmental factors on the extent of HRM (Frenkel and Shaw, 1991; Jackson and Schuler, 1995)

**Krein, 1990**



Appraisers should not confront employees directly with criticism. Rather they should aim to let the evidence of poor performance emerge “naturally” during the course of appraisal interview. This is done by way of open ended questioning techniques that encourage the employees to identify their own performance problem.

#### **Ulrich and Yeung, 1989**

The influence of these two dimensions would determine the extent to which different roles are required of HRM practitioners (Schuler, 1990; Ulrich and Yeung, 1989), illustrated in Figure.

The role effectiveness of senior HRM practitioners in the strategic decision making process is an important micro dimension factor. In Australia, supporting an earlier study by

#### **Deery and Purcell, 1989**

Dowling and Fisher (1997:9) report that senior HRM managers are well represented on boards and executive committees. However,

#### **Thai and Gomez-Mejia, 1988**

suggest that there are a range of indicators which reflect the process (e.g. absenteeism rate, average time to fill jobs) or outcome (e.g. revenue per employee, value added on HR investment) effectiveness of the HRM function.

Research has suggested that the roles of the HRM function should change in order to successfully meet the demands placed by external and internal environments

#### **Rowlin son, 1988**

One of the American vice president whose company observed and concluded that recognition must speak to the employee receiving it and awards are only one aspect of it. The symbolism, meaning and intrinsic value attached to the reward are equally important. Although the gold plated carriage clock, watch all engraved tinkered in recognition of long services Is probably the most prominent from of recognition awards in U.K. some firms are introducing more imaginative schemes. The emphasis is to reward exceptional performance and effort rather than simply long service.

#### **Pareek and Rao,1981**

HRD is a process not merely set of mechanisms and techniques such as performance appraisal and counselling, Training and organization, development interventions which are used to initiate, facilitate and promote this process in a continuous way; because the process has no limit, other mechanisms may need to be examined periodically to see whether they are promoting or hindering the process.

HRD in a larger context refers to empowering the people and then help them to use their power for the development of the organization, to which they belong and society at large. It refers to developing productivity and capacity to appreciate larger issues.

High performing companies tend to treat their top performing employees significantly better than other companies do towards perrins latest study compensation effectiveness is pay delivery on its promise? Which analysis pay and related human resource practices at more than 770 major north American organizations

#### **Iwauchi & Ryoichi, 1960**

Presented a paper little “changing industrial structure and manpower training” in journal of educational sociology them the changing features of Japanese manpower procurement and training from the heavy chemical industrialization of the 1960s are overviewed. The industrial and technical characteristics of both sectors are considered. Technical manpower planning in the 1960s increased the number of students in technical colleges and universities as highly educated scientists and engineers labor free directly from secondary school. Manufacturers attempted to save manual labor and to substitute robots. Japans occupational structure has been further altered by the growth of information technologies which has necessitated continuous training and adaptation.

## FINDINGS, CONCLUSION AND SUGGESTIONS

### FINDINGS

- Most of the respondents belong to age-group between 30-39 years
- Majority of the respondents that is 58% possess other degree
- The majority of the respondents N=(23) i.e.46% working as a junior engineer.
- The majority of the respondents N= (30) i.e.60.00% are from production department.
- The majority of the respondents N= (27) i.e.54.00% strongly agreed that, up-grading of skill is required in developing appropriate attitude
- The majority of the respondents N= (35) i.e.70.00% agreed that employee should get opportunities to evaluate their learning after training programme.
- The majority of the respondents N= (37).i.e.74.00% agreed that, HR should provide proper budget for the training programme,
- The majority of the respondents N= (43).i.e.86.00% agreed that, there should be proper evaluation for the progress of trainees.
- The majority of the respondents N= (41) i.e.82.00% agreed that, HR should give feedback to the employee's about their strength and areas of improvement.
- The majority of the respondents N= (38) i.e.76.00% agreed that, HR share facts about growth of the employee through performance analysis.
- The majority of the respondents N= (25) i.e.50.00% agreed that, HR provides incentives based on the performance..
- The majority of the respondents N= (36) i.e.72.00% agreed that, there should be a proper performance appraisal system for better job standard and role Design.
- Most of the respondents N= (23) i.e.46.00% Disagreed that, HR helps in setting goals and objectives as per their potential requirements.
- The majority of the respondents N= (29) i.e.58.00% agreed that, proper encouragement should be there for planning their work based on the feedback of the employee potential..
- The majority of the respondents N= (29).i.e.58.00% Disagreed that, feedback is observed on behaviour instead of perceived attitude.
- The majority of the respondents N= (27) i.e.54.00% agreed that, HR provides feedback on acceptable behavioural patterns at work,
- The majority of the respondents N= (40) i.e.80.00% agreed that HR gives feedback by keeping in mind every one's personal limitations.
- The majority of the respondents(30) counseling.i.e.60% agreed that, feedback is supported by counselling..
- The majority of the respondents N= (45) i.e.90.00%.agreed that, HR should provide well timed and accurate feedback.
- The majority of the respondents N= (38) i.e.76.00% agreed that, feedback should not be given based on attitude.

- The majority of the respondents N= (44) .i.e.88.00% agreed that, HR considers distinct potential of employees to handle in usual crisis situation.
- The majority of the respondents N= (41) i.e.82.00% agreed that, HR provides time for implementing potential appraisal system.
- The majority of the respondents N= (24) .i.e.48.00% agreed that, as per the employee potential HR creates opportunity for internal growth
- The majority of the respondents N= (24) i.e.48.00% agreed that, HR should provide opportunities for advancement in line with future organizational needs.
- The majority of the respondents N= (27) .i.e.54.00% agreed that, HR encourages and help the employees to plan their career for expected future role
- The majority of the respondents N=(38) i.e.76.00% agreed that, employees learn something through inter-departmental meetings..
- The majority of the respondents N= (45) .i.e.90.00% agreed HR should encourage employee to develop themselves in handling higher responsibilities
- The majority of the respondents v (25) i.e.50.00% agreed that, “HR must ensure that adequate welfare facilities are provided by the Industry to the employees.”
- The majority of the respondents N= (26) strongly agreed that, employees can work more effective and efficiently through better working condition.
- The majority of the respondents N= (28) .i.e.56.00% strongly agreed that, enough facilities like assistance for schooling, housing, and transport should be provided to the employees by the industry,
- The majority of the respondents N= (35) i.e.70.00% agreed that co-operative society organization encourages employees to increase their saving.
- The majority of the respondents N= (35) i.e.70.00% agreed that there should be programs to educate the workers in order to enable them to take right decision in changing time.
- The majority of the respondents N= (23) i.e.46.00% agreed that, reward system should be based on individual performance and contribution.
- The majority of the respondents N= (24) i.e.48.00% agreed that, HR must boosts employee morale by effective reward system.
- The majority of the respondents N= (39) i.e.78.00% agreed that, hard work and honesty are adequately rewarded in this organization.
- The majority of the respondents N= (34) .i.e.68.00% agreed that, reward system encourages to the employee to perform at high level on their job
- Most of the respondents N= (23) .i.e.46.00% agreed that, reward system act as a motivator for employee personal and professional growth
- The majority of the respondents N= (28) .i.e.56.00% agreed that, wage and salary policies should maintain the Desirable standard of living
- The majority of the respondents N= (36) i.e.72.00% agreed that encouragement are given to the employees for participation in reviewing and revising the pay structure.
- The majority of the respondents N= (44) i.e.88.00% agreed that, HR creates a sense of social security through available statutory benefits.

- The majority of the respondents N= (43) i.e.86.00% agreed that, HR emphasize value of regularity at work place.
- Most of the respondents N= (21) i.e.42% agreed that, for the improvement in management decisions HR motivates the employees to communicate their ideas.
- The majority of the respondents N= (27) i.e.54.00% agreed that, through reward and incentives creating a highly committed and motivated work force.
- The majority of the respondents N= (29) i.e.58.00% agreed that employees should be given proper training to acquire the necessary skill and knowledge to grow personally as well as professionally
- The majority of the respondents N= (28) 56.00% agreed that HR should motivate the employee to take up challenges and prepare themselves to cope of with the changes taking place in the organizational.
- The majority of the respondents N= (25) i.e.50.00% agreed that, HR plays role in motivating the employees to perform their job effectively
- The majority of the respondents N= (28) i.e.56.00% agreed that HR should ensure in providing a good working condition for the employees which ultimately leads to employee satisfaction.
- The majority of the respondents N= (33) i.e.66.00% agreed that, HR should providing challenging work assignment to the employees of the organization to develop their competencies for future role
- The majority of the respondents N= (42) i.e.84.00% agreed that, employee professional status strengthen the social status.
- The majority of the respondents N= ( 36) i.e.72.00% agreed that, there should be liberal attitude towards workers and employers
- The majority of the respondents N= (31) i.e.62.00% agreed that, HR plays a role of reliable person between worker and management
- The majority of the respondents N= (31) i.e.62.00% agreed that HR should measure the impact of organizational policies on employee within decided time period.
- The majority of the respondents N= (36) i.e.72.00% agreed that change company environment should be changed as per the employee potential.
- The majority of the respondents N= (39) i.e.78.00% agreed that, HR guides the employee proper way for achieving the decided goal.
- The majority of the respondents N= (36) i.e.72.00% agreed that, appreciation of creative work and freedom to experiment in work leads to job satisfaction. satisfaction.
- The majority of the respondents N= (34) i.e.68.00% agreed that, HR must encourage the employees for working more effectively and interestingly.
- The majority of the respondents N= (43) i.e.86.00% agreed that, employee are satisfied with their chances for advancement.
- The majority of the respondents N= (36) i.e. 72 agreed that, HR must have co-operative as well as empathetic nature

## CONCLUSION



The study was conducted for explore the views and attitudes of the employees towards the HR department, and also understand that whether employee were satisfied with the HR services or not. Throughout this study I observed that HR focuses on the policies implementation properly, for the betterment of the employee. But it was found that some what extent employees were dis-satisfied or dis-agreed with the matter of their job description and job motivation. They did not get proper job work according to their qualification.

The roles of HRD in the organization is to change and improvement through variable changes in people such as the values, attitudes, beliefs, behaviour and inter personal relationship of member of an organization. So there should be necessity to change the organizational climate and use proper techniques and method for the overall development of an employee.

After all, this study was covered the whole HRD contribution towards the employee and effectiveness of HR department within the organization.

Thus, the research topic focuses on the employee development and its parameters to develop employee in the organization.

## SUGGESTIONS

Training should be need base and proper training need identification procedure/policy should be followed.

After imparting training to an employee periodic evaluation of his/her progress should be made.

Performance appraisal should be effective enough to measure qualities and threats of an employee.

Proper feedback should take after each training program and trainee must be made aware about his/her strength weaknesses.

Reward system should have flexibility to vary with the changes vary with the changes in performance.

To get effective appraisal system to work in an organization HR Department should see that accurate appraisers are rewarded for the same.

## REFERENCES

- 1) Herzberg, F. 2003. One more time: How do you motivate employees? *Harvard Business Review* (January): 87-96.
- 2) Creating disciples: The transformation of employees into trainers *Business Horizons*, Volume 52, Issue 6, Pages 605-616
- 3) Harry J. Martin, Mary W. Hrivnak Developing Employees Source: Harvard Business Press Books 112 pages. Publication Date: Jun 01, 2009. Prod. #: 2885-PBK-ENG
- 4) Cheryl H. Rivera : Promoting Good Business: Methods to Support Employee Development and Encourage Loyalty
- 5) Willcoxson, L. (2000). Defining and Creating a High Performance Organisation. *Australian Journal of Management & Organisational Behaviour*. 4(1), 100-106.
- 6) Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*. 18(7), 509-533.
- 7) Peter Cappelli Talent on Demand: Managing Talent in an Age of Uncertainty ISBN-13: 9781422104477 Publisher: Harvard Business Review Press Publication date: 3/11/2008 Pages: 280

- 8) Seth Lieberman, Steve Krupp **Three-Dimensional Leadership Development** Harvard Management Update Vol. 13 No. 3 March 2008
- 9) Gilad Chen a,\*, Richard J. Klimoski b Training and development of human resources at work: Is the state of our science strong? Human Resource Management Review 17 (2007) 180–190
- 10) Employee Development: Motivate Employee Participation in Professional Development Opportunities and Improve Performance by Gayle Lant source: HR.com | Published: November 26, 2007

