## A PROJECT REPORT

**On**

## “HUMAN RESOURCE DEVELOPMENT”

## AT

**GAGAL CEMENT WORKS, BARMANA (H.P)**

**SUBMITTED TO HP UNIVERSITY SHIMLA**

****

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**Of**

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**DECLARATION**

I hereby declare that the Project Report was submitted by me under the supervision and guidance of **Miss Swati Thakur,** project guide, College of **SWAMI VIVEKA NAND GOVERNMENT COLLEGE,** **GHUMARWIN** in partial fulfillment of **B.B.A 6th semester**. I further declare that I am solely responsible for omission and commission of errors if any.

#### Sign of Candidate

**ACKNOWLEDGMENT**

“Acknowledgement is an art, one can write glib stanzas without meaning a word, on the other hand one can make a simple expression of gratitude” I take the opportunity to express my gratitude to all of them who in some or other way helped me to accomplish this challenging training in “**ACC Gagal Works Barmana (HP)”** no amount of written expression is sufficient to show my deepest sense of gratitude to them. I very sincerely acknowledge my sense of reference to **Mr. Ram Krishan** (Principal), **Professor Mr. Rajender Kumar** (coordinator) **Miss. Swati Thakur (Asst. Prof.)** and faculty members of Swami Vivekananda Govt. Degree College, Ghumarwin. I also express deepest gratitude to my family for their blessings and good wishes.

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#### Kanchana Kumari

**CERTIFICATE**

This is to certify that the report entitled **“Human Resource Development”** for the award of the degree of bachelor of business administration (**BBA**) from Swami Vivekanand Govt. College Ghumarwin (H.P.) is a record to project report carried out by **KANCHANA KUMARI BBA6TH Sem. UNIV. Roll No. 5190350011** under my supervision and guidance, no part of this report has been submitted to any other Degree/Diploma and this report may be taken for evaluation.

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**Place-Ghumarwin**

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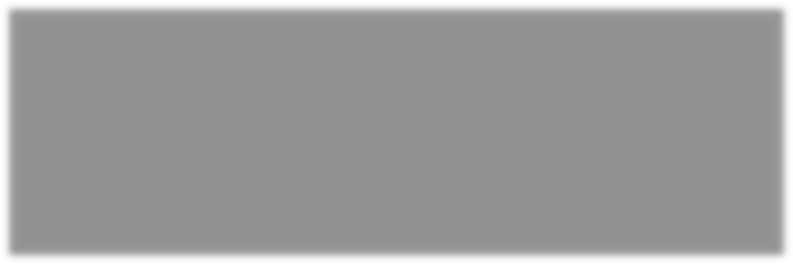
**CHAPTER-1**

**COMPANY PROFILE**

**INTRODUCTION TO HUMAN**

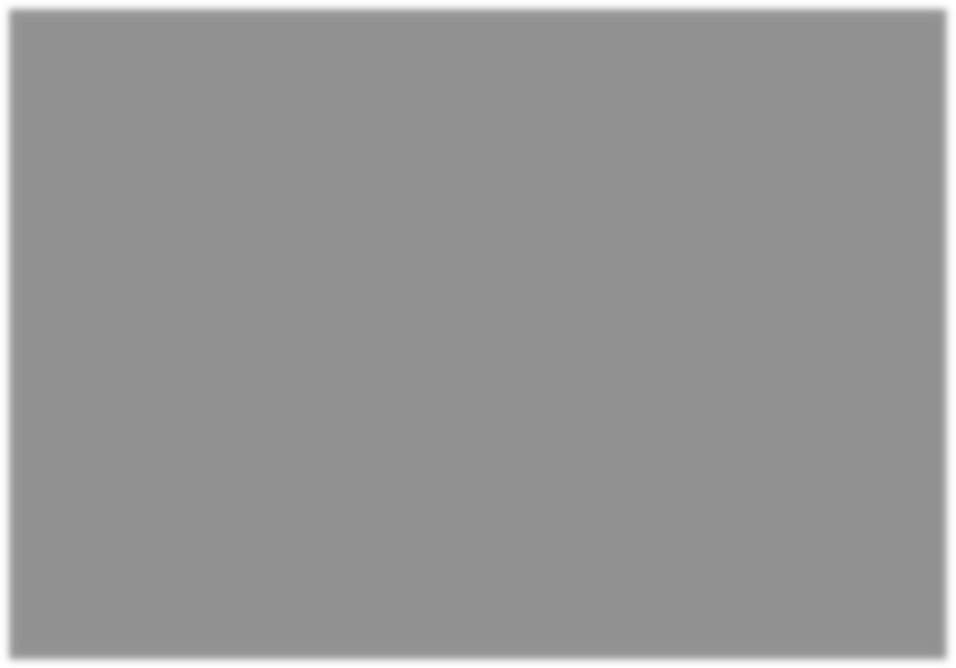
**RESOURCES DEVELOPMENT**

**COMPANY PROFILE**



**India's No. 1 Cement Company**

Company Profile ACC is an organization with extraordinary beginnings that has crossed and created many milestones, some interlinked with national events. Incorporated in 1936 as The Associated Cement Companies Limited, its roots point to a historic amalgamation of ten cement companies belonging to the four leading Indian business houses of Tatas, Killick Nixons, Khataus and FE Dins haw who decided to merge their cement activities into one entity. In 2006, the company’s name was abridged to the acronym ACC Limited in 2006. The story of ACC is told in three books published to mark its silver, gold and platinum anniversaries. Nationwide Footprint Headquartered in Mumbai, the company has a nationwide reach with 17 cement plants, 50 Ready Mixed Concrete plants, and a large technical services campus with a learning academy, bulk cement handling terminal, 21 sales offices and several zonal offices. ACC had a permanent work force of 8368 at the close of the year. The company’s family extends to embrace a vast distribution network made up of around 9000 dealers and 50,000 retailers who reach out to lakhs of customers in cities, towns and villages.



Trusted Brand From the start, ACC is a name that has enjoyed a high level of equity in the Indian market. Flagged as one of the country’s most trusted brands, the company has touched the lives of millions of Indians, setting unmatched benchmarks and a trail of groundbreaking trends in the world of cement and concrete. Every region of the country has iconic and enduring masterpieces built with ACC cement - Mumbai’s iconic Marine Drive, the mighty Bhakra Dam, Kolkata’s Second Hooghly Bridge and Chennai’s LIC Building, the city’s first high-rise. It is also preferred brand of cement and concrete used to construct mega contemporary industrial, commercial and infrastructural projects. Millions of houses dotted across the country stand testimony to the trust the brand has earned from generations of satisfied customers. Lineage In 1999, the house of Tatas, one of the groups that founded ACC, sold all 14.45% of its shareholding in the company to the Ambuja Cement Group (then Gujarat Ambuja) who in turn divested their holding to Holcim Limited of Switzerland in 2005. Thus ACC became a subsidiary of Holcim (India) Limited; at the close of 2015 it held 50.3% of the company’s equity. In another significant development, Holcim and Lafarge S.A. came together in a global.

Merger on July 15, 2015 to create a new company called Lafarge Holcim to emerge as a world leader in the building materials industry. The global merger has no immediate impact on ACC. Organization the organization’s structure was revised with effect from April 1, 2015 from a geographical arrangement made up of three autonomous regions to a conventional functional style with overall management headed at the corporate level by the Chief Executive Officer and Managing Director. Some key functions such as manufacturing, sales, logistics, human resources and finance are also overseen at regional level with their respective cluster heads reporting to the functional head at the corporate office.

Governance ACC’s founders were large business groups of repute that practiced high standards of governance. Those rich traditions continue to be maintained. The Company’s core values are based on integrity, respect for the law, deep commitment to product quality, customer excellence and concern for the planet and its people. ACC is professionally managed with a majority of its Directors being Independent Directors. Mr. N S Sekhsaria is the Chairman of the Board of Directors and a Non Executive and an Independent Director. Mr. Harish Badami, Chief Executive Officer & Managing Director, oversees day-to-day working and operations of the Company. Both held office during the entire period of the year 2015. Mr. Bernard Terver, who served as Deputy Chairman during the year 2015, was succeeded by Mr. Eric Olsen as Deputy Chairman in February 2016. Trendsetter ACC led the industry in producing environment-friendly blended cements that utilize waste by products from steel plants and thermal power stations. Its innovations in R&D have enabled several breakthroughs in cement and concrete. ACC Chaibasa in Jharkhand was India’s first indigenously built cement plant; ACC was first to offer Bulk cement and Ready Mixed Concrete, two value additions that have enhanced the quality and pace of large constructions in the country. The Jamul plant was first to install air pollution control.

Equipment years before it was mandatory to do so. In 2011, the world’s largest clinkering plant was commissioned at Wadi in Karnataka. ACC was first to introduce GPS and RFID technologies to modernize logistics in cement industry. A new clinkering plant is on the verge of completion at Jamul in Chhattisgarh with grinding stations in Jamul and Sindri. Green Practices a deep concern for the planet made ACC among the first companies in India to include environment conservation as a corporate objective. ACC is recognized as a company that has one of the lowest carbon footprints as compared 9 to its global peers. Concern for conservation of natural resources is integrated into all activities of its value chain from mining to sales. The company has numerous planet-friendly practices - from rehabilitating used mines into forests or water bodies, to promoting renewable energy sources and pursuing alternative fuels and resources. Under the Geocycle umbrella, ACC offers effective solutions for management of industrial, agricultural and municipal wastes through co-processing in its spread of cement kilns. A champion of sustainable construction in India, the company’s headquarters, Cement House, was the first renovated building in India to win the Green building LEED Gold certification. Two other Green buildings are showpieces of its planet-friendly agenda. Corporate Citizenship ACC undertook social volunteering decades before the term corporate social responsibility was coined. The rural communities around the company’s operations are among its key stakeholders and the company partners with them to improve the quality of their lives. In 2015, more than 4 lakh residents of 156 villages across the country benefited from ACC’s CSR programmes in the fields of Livelihood, Education, Water, Health, and Sanitation. Notable ongoing contributions include two world class treatment centers for patients of HIV/AIDS, two company-managed technical institutes and assistance to seven government-run technical schools for students from remote places. Coal Blocks In 2014 the Supreme Court had cancelled allocations off our coal blocks of

The Madhya Pradesh State Mining Corporation Limited (MPSMC) with whom ACC had a Joint Venture Agreement for it’s wholly owned subsidiary company ACC Mineral Resources Limited (AMRL). The auction of one of these blocks was completed in February 2015 and it was allotted to the successful bidder. The process of auction and allocation of the other three coal blocks is yet to be carried out by the Ministry of Coal, Government of India. The expenses incurred on development of the coal blocks have also not yet been reimbursed. Thane Campus the Company’s campus in Thane houses several key activities including Environment & Energy Conservation Cell, Quality, Ready Mixed Concrete, Raw Materials and Mines Planning. Also located here is the Tec port group that provides a range of technical services to both ACC and its group company Ambuja Cements Limited. Geocycle India, the waste management group is also here along with the ACC-ACL Leadership Academy which integrates learning and development initiatives of ACC and ACL.

### INTRODUCTION

##### Definitions of HRD:

-“HRD is a process in which the employees of an organization are continually helped in a planned way to acquire the capabilities required to perform various functions associated with their present or expected future roles.”

-Prof. T. V Rao

-“HRD means an organized learning experience with in an objective of producing the possibility of performance change.”

-Dr Len Nadler

##### Meaning of HRD:

“People” are the most important and valuable resource every organization or institution has in the form of its employees. Dynamic people can build dynamic organizations. Effective employees can contribute to the effectiveness of the organization. Competent and motivated people can make things happen and enable an organization to achieve its goals. Therefore, organizations should continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels.

“Human Resource Development is thus a continuous process to ensure the development of employee competency, dynamism, motivation and effectiveness in a systematic and planned way.”

##### Features of HRD:

The various features of HRD are:

1. Human resource development is a planned process.
2. It is inter disciplinary in nature.
3. It is a continuous learning process.
4. Human resource development is an administrative function
5. It is a corporate massive procedure.

##### HRD Instruments:

Any systematic or formal way of developing the competencies and motivation of individuals in an organization and building the organization’s climate can be called as the HRD method. The most frequently used methods are as follows:

1. **Manpower planning**: it is the sheet anchor of all HRD efforts. It is mainly concerned with the assessment of manpower needs, trends of its development, plans for its diversification and manpower audit.
2. **Performance Appraisal and Feedback**: it is very critical HRD mechanism under which the performance of an employee is periodically appraised by the employee himself in collaboration with his boss.
3. **Training, Education and Development**: training means learning the present job to improve the performance on the present job of the employees. Education prepares the employees for related jobs in not too distant future. Development means the general growth of the employee.
4. **Career development and career planning:** it may be useful to help new employees become aware of the various phases **of** development in the company and plan with senior employees their specific career path.
5. **Quality of work life:** for overall development of workers, only good wages are not enough they also need to be provided with good physical conditions and motivating work.
6. **Counseling**: it is an important HRD mechanism to provide timely guidance to workers on problems relating to hand and heart.
7. **Role analysis and role development:** under it the job of the individual in the organization is analyses and enriched in terms of his role and not in terms of his job.

Thus, HRD has come to stay and has become an important dimension of modern management language as well as technology. In spite of this popularization of HRD in the last few years, success experience of HRD is limited to a few organizations and many others are yet to translate their goodwill into action. But even today, Organizations in the service sector continue to neglect it.HRD is most needed in service sectors. Service organizations have little to sell but their good services; that make them uniquely dependent on their employees’ attitudes and motivation- and on HR. It is also most neglected in these sectors. In these sectors the HRD activity is limited to training. Even the training is not done enough both qualitatively and quantitatively. The recent efforts by the central government to train bureaucrats and politicians are a welcome step in HRD. HR plays a crucial role in service firms. The researchers found that progressive HR practices such as facilitating employees’ career progress, developing orientation/training/ socialization programmes for new employees, and eliminating conditions on the job that task performance can improve their effectiveness on the job.

But HR is much more progressing in the manufacturing sector. There are a lot many new concepts which are emerging in this field like Stress management, Self Development, Achievement Motivation, Emotional Competence, Organizational Intelligence etc. Concern for developing employees and their competencies existed in several Pharma companies and their top management

Much before the HRD departments got started and the term HRD got popularized. If these companies would not invest in the people they would not have grown and expanded.

**Values in HRD professional**

Values play a very important role in building a strong HR culture. Values ensure quality products and efficient service to customers and prevent customer exploitation. Through values, ethical management principals get reinforced, organizational health excels and people build a clean and good society. The absence of a strong commitment to values may get low priority in most cases and is responsible for their decline.

Looking into the prevailing societal and organizational issues, it would benefit society and organizations if HR professionals build on the following values to enhance their own effectiveness and the effectiveness of their HR function:

* **Deep concern for people**: there is great need today to show, develop and practice a deep concern for people-be they employees or customers–and for their problems as well as their goals.
* **Commitment:** Serious commitment to understand HR principles and philosophy, to practice and implement HR plans and to ensure that they succeed appears to be the prime need today. Seriousness, persistency and deep faith are essential requirements for implementing HR plans.
* **Constant improvement through innovation**: The very survival of HR appears to be its ability to go on changing according to business and social needs. HR professionals need to internalize success for constant improvement and they must focus on continuous innovation.
* **Introspection and Self Development**: HR professionals should periodically introspect to ensure that negative or unwanted inputs are removed from their system. They should take deep interest in self-improvement and development. They could be role models for others in this area.
* **Achievement Spirit**: HR professionals should never be dissatisfied with what they do. There is much scope to do many new things. They should always be enthusiastic and energetic to take on newer assignments and complete them with a sense of fulfillment.
* **Strong faith in values and ethics**: HR professionals must possess strong faith in ethics and values and it must not be allowed to get diffused under organizational pressure. Values and ethics are something which is not only to be talked about but which is to be practiced.
* **Practicing Values**: The success of these values depends on whether they are visible in practice. HR professionals need to show the way to other managers in the organization by practicing seriously the values they believe, respect and speak about.

The value of these values will be very high when people see that these values become part of everyone’s work life in the organization. Values are roots, culture would be the stems and the leaves and happiness of the people and their innovative contribution and their eagerness to adopt and practice anything new would be the fruits that organization would derive in the long run.

##### HRD PROCESSES

Every method or mechanism has two dimensions: substantive and procedural. Substantive dimension is what is being done; process is how it is accomplished,

Including how people are relating to each other and what processes and dynamics are occurring. In most of the organizations there is overemphasis on the substantive aspect of method and the procedural aspect is ignored. Whenever there is a problem in the organization its solution is sought in the rules and structures of the organization rather than in the underlying group dynamics and human behavior.

It is thought that there is no need to pay attention to them. This is wrong. In every organization *human process* must receive as much importance as the substantive ones. One can find 6 different processes in operation in an organization at six different levels. These are:

1. Existential process- It is at the personal level. This process tells how an individual perceives his environment, how he interacts with others, how he achieves his goals in life and so on. Career Planning, Performance Appraisal and Review, Feedback, Counseling, Job-enrichment, objective rewards, etc. improve this process.
2. Empathic process- It is at the interpersonal level. This process tells us how much empathy one individual has for the other person and how does he reach out to the other person and establishes a relationship with him. Communication, conflict, co-operation, competition are some important areas of study in this process.
3. Coping process- It is at the role level. Every individual is required to cope with various pressures and stresses in relation to his role in the organization. However, if the individual’s role is clear and the individual is aware of the competencies required for role performance he can cope with the sepressures effectively.
4. Building process- it is at the group level. This process tells how various groups form themselves as distinct entities in an organization; how do they become cohesive and strong and how can they effectively contribute to the goals of the organization.
5. Collaborative and the Competitive processes- It is at the inter-group level. Competition is positive if it poses a challenge to a group in terms of standard of performance and achievement. Similarly, collaboration is positive if it aims at helping others in achieving a common goal. This process can be very much improved by creating a climate of trust, authenticity, openness etc.
6. Growth process- It is at the organizational level. It involves issues relating to organizational climate. Self-renewal and change.

##### HRD Out Comes

Following are the various out comes which result from HRD methods via improvement in the human processes:

* 1. People in the organization become more competent because on the one hand they become better aware of the skills required for job performance and on the other hand there *is* greater clarity of norms and standards.
  2. People understand their roles better because through increased communication they become aware of the expectations which other members of their role set have from them.
  3. People become more committed to their jobs because now there is greater objectivity in the administration of rewards.
  4. People develop greater trust and respect for each other. They become more open and authentic in their behavior. Thus new values come to be generated.
  5. There is greater collaboration and teamwork which produces synergy effect.

The net result of the above outcomes is that the organization becomes more effective. It achieves new heights in terms of productivity, cost, growth, diversification, profits and public image. However, one should not expect these results in a short period. But if these results do not appear even after a reasonably long period one should question the qualitative and quantitative adequacy of the HRD processes and the related instruments which are being used in that organization. It should also be remembered that excellent HRD outcomes at any given point of time do not indicate continued effectiveness of the organization for all times to come. HRD results need to be continuously watched, strengthened and renewed. Over the years, researchers have collected a fair amount of empirical evidence that certain HRD practices can directly affect an organization’s performance.

**CHAPTER-2:**

# SCOPE OF STUDY

# NEED & OBJECTIVE OF

# STUDY

# RESEARCH METHODOLOGY

#### SCOPE OF THE STUDY

The aim of the study was to find out the Human Resource Development at ACC Ltd. Thus the scope of the study has been restricted to the employees at different level of this organization Viz. Manager, Technician, Non-technician, and Engineers.

Further the research has been aimed to study the different aspects of HRD. Due to limitations of time, money and other resources sample size of only 60 employees has been taken.

#### Objectives of The Study

Those in objectives of the study were:

* To study the organization culture of ACC Limited Company.
* To study the level of satisfaction of employees towards training and development programs.
* To study the strategies which are adopted for career growth at ACC Limited Company?
* To study the satisfaction level of the employees towards the HRD practices followed at ACC Limited Company.

# **RESEARCH METHODOLOGY**

#### Research Design

Research design plays an important role in a study. Business research design can be defined as the plan and structure of enquiry formulated in order to obtain answers to research questions on business aspects. Research design is the arrangement of condition for collection and analysis of data in manner that aim to combine relevance to the research purpose. Research design is concerned with the manner in which project work has been executed. It deals with tools and devices used for data collection, method used for analyzing and interpretation of collected data. A brief description of research design is given below:-

#### Problem Identification Statement

Achieving HRD excellence leads to organizational excellence. Practicing HRD excellence involves human beings who are most complex and unpredictable in nature. Every organization that wants to become dynamic and growth oriented or to succeed in fast changing environment needs HRD.HRD plays a vital role in the success and growth of the organization. Therefore it is very important to study the HRD practices of the organization

There are certain fundamentals of HR which will never change. Only the methods of application have changed. HRD deals with the people in the organization. The people may show different attitudes or behaviour. A person may be an excellent person or an average person or may be a below average person. All human beings whether excellent or average or below average persons are guided by human characteristics like desire, capability, greed, fear, happiness, etc. which affect their performance.

Top management and HR professionals must know the capabilities, drawbacks, and problems of employees at all levels. This can only be achieved by being in touch with people at all levels, even at the lower level. Dissatisfaction of individuals, agitation of employees, deterioration in quality of work and the like signals of deterioration or collapsing HR structures.

An organization needs to communicate concern and care for employees properly and continuously right from the beginning. Where there is no concern for employees, there is no trust building. Where there is no honesty, there is no maintenance of trust.

##### Sample Design

The first step was developing any sample design to clearly define the universe of the study. In the present study the workers working at ACC Limited Company are taken into consideration. In order to obtain sample, stratified sampling design has been adopted.

First of all the employees of the organization were classified into different stratum on the basis of the job profile which can be shown as:

* Managers
* Engineers
* Technicians
* Non-technicians

**Sample Size**

A sample of 60 employees has been taken by convenient sampling method.

##### Data Collection

The proposed study was descriptive as well as exploratory therefore both the sources of data collection i.e. primary as well as secondary data have been used in the present study to fulfill the objectives.

1. **Primary Data**:- Primary data are those, which are collected afresh and for the first time and thus happen to be original in character, question and interviews method were accede to collect primary data by visiting the factory premises and various departments in it. Primary data will be collected through questionnaire and interview method.

**Questionnaire: -** It has been designed keeping in view the objective of study and was circulated among 60 employees. It has been taken into consideration that sample was clear and had a simple language so that respondent could easily understand and give response.

1. **Secondary Data Collection**:- It is collected from the internal records of the company such as library records, trade journals, various manuals of the company, various training programs previously conducted and it’s response etc; it is also conducted from the officials of the pursued department in the factory. Secondary data provides a better view of the problem study many magazines, tools and other references were also important in the study.

Secondary source used are:-

* + Text Books
  + Journals
  + Internet sites.
  + Newspaper article
  + Manuals
  + Annual report of organization official documents.
  + vouchers

##### Tools of Analysis

Keeping in view the nature of data first the data has been presented in tabular form and there after analyzed with help of percentage method. To achieve the objective of the study questionnaire was designed to collect the information from executives of the organization. The parameters for which data was required were selected and finalized.

It has been framed to study the organization culture.

It has been framed to study the level of satisfaction of employees towards training and development programs.

It has been framed to identify the strategies adopted for career growth at ACC Limited Company.

It has been framed to study the level of satisfaction of employees towards HRD practices.

##### Percentage Method

It was used to draw specific inference from the collected data that is to fulfill the objective of finding out the HRD practices in the organization. The formula used was:

P=Q**/**R

P=Reading in Percentage

Q=Number of respondents falling on a specific category to be measured.

R=Total number of respondents on it is the population as a while as labours who are not satisfied with welfare activities.

**CHAPTER-3**

**DATA ANALYSIS**

**AND**

**INTERPRETATION**

#### DATA ANALYSIS AND INTERPRETATION

The changes in Human Resource Development has brought with it new challenges and opportunities in the corporate sector. The emergence of new HRD practices has ushered in a new generation of practices, systems and methods in the corporate sector. In previous chapter a brief description of the research design has been given. In the following chapter an attempt has been made to analyze and interpret the collected data through questionnaire. Analyses refer to the computations of certain ideas or measures along with searching for patterns of relationship that exists among the data groups, where as interpreting refers to task of drawing inferences.

This chapter is an attempt to analyze and interpret the collected data through questionnaire. For the purpose of the analyzing, raw data is summarized into a master table. First of all collected data has been presented in tabular form and thereafter, it is analyzed with the help of percentage method. A brief description of analysis and interpretation is given as below:

1. **What types of training programme is undergone here?**

* On the job training
* Off the job training
* Case study
* Class room training

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| On the job training | 45 | 76% |
| Off the job training | 05 | 8% |
| Case study | 05 | 8% |
| Class room training | 05 | 8% |
| TOTAL | 60 | 100% |

**Interpretation:**

Training programme which includes on the job training, off the job training, Case study and Classroom study. From this column chart 76% employees are satisfied off the job training programme and 8% employees are satisfied in Case study programme and 8% employee are satisfied in classroom training 8%. The most of the employees are satisfied in type of training programme.

1. **Does training helps to improve employee-employer relationship?**

* Yes
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 56 | 93% |
| No | 04 | 7% |
| Total | 60 | 100% |

**Interpretation:**

This chart shows 93% employees are satisfied with employee, employer relationship more in the company, because describes various members of the efficiency of production. And the chart shows 07% employees are not satisfied more of the company.

1. **Does training enable employees more productive?**
   * yes
   * No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 57 | 95% |
| No | 03 | 5% |
| Total | 60 | 100% |

**Interpretation:**

This chart shows 95% employees are satisfied with more productivity in the company, because productivity describes various members of the efficiency of production. And the chart shows 05% employees are not satisfied more productivity of the company.

1. **Does the management give importance to strategic training?**

* Yes
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 58 | 96% |
| No | 02 | 04% |
| Total | 60 | 100% |

**Interpretation:**

This column chart shows 96% employees are satisfied with strategic training because the purpose of the strategic training is to prepare your managers and employees with the skills they need to work both efficiently and other 04% employees are not satisfied with strategic training**.**

1. **Does the management give importance to cost effect training?**

* Yes
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 59 | 98% |
| No | 01 | 02% |
| Total | 60 | 100% |

**Interpretation:**

This column chart shows 90% employees are satisfied the cost effective training in the company and 10%employees are not satisfied with the cost effective training. It is very important to evaluate the benefit of the training. The most employees are satisfied with effective training in the company.

1. **Whether the management uses new technologies for training the employees?**

* Yes
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 52 | 86% |
| No | 08 | 14% |
| Total | 60 | 100% |

**Interpretation:**

From this chart, new technology is most important for the employees in the company. The management is also use new technology for training the employees. This chart shows that 86% employees are satisfied and 14% employees are not satisfied they feel badly that the management are using new technology in the organization.

1. **Do the training practices help the employees in improving their career?**

* Yes
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 51 | 85% |
| No | 09 | 15% |
| Total | 60 | 100% |

**Interpretation:**

Training practice are most helpful to improve their career 85% employees are satisfied to improve their career with the training practice and 15% employees are not satisfied the training practice helps the employee improve their career.

1. **Are you satisfied with your job?**

* Highly satisfied
* Satisfied
* Not Satisfied

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Highly Satisfied | 54 | 90% |
| Satisfied | 04 | 06% |
| Not Satisfied | 02 | 04% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart satisfied with job 90% highly satisfied the employee and satisfied 06% employee and not satisfied 04% employee with your job.

1. **Are you satisfied with working condition?**

* Highly satisfied
* Satisfied
* Not Satisfied

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Highly Satisfied | 57 | 95% |
| Satisfied | 02 | 4% |
| Not Satisfied | 01 | 1% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart satisfied with job 95% highly satisfied the employee and satisfied 04% employee and not satisfied 01% employee with your job.

1. **Does the organization provide and open environment to the employee?**

* Yes
* Can't say
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 54 | 90% |
| Can't say | 04 | 06% |
| No | 02 | 04% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart yes with job 90% the organization provide in government to the employee and can't say 06% employee provide can't say open environment and no 04% employee the organization no provide open in government to the employee with your job.

1. **Is decision making power shared with employees also?**

* Yes
* Can't say
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 52 | 86% |
| Can't say | 04 | 07% |
| No | 04 | 07% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart yes with job 86% decision making power shared with and can't say 07% employee decision making can't say shared with employee and no 07% employee not shared the employee with your job.

1. **Is time work and team spirit encouraged by the organization?**

* Yes
* Can't say
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 50 | 83% |
| Can't say | 07 | 11% |
| No | 03 | 06% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart yes with job 83% work and team spirit encouraged by the organization the employee and can't say11% employee can't say work and team spirit encouraged by the organization and no 06% employee not time work team spirit encouraged by the organization with your job.

1. **Does the organization follow TQM?**

* Yes
* Can't say
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 45 | 75% |
| Can't say | 09 | 15% |
| No | 06 | 10% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart yes with job 75% the organization follow TQM the employee and can't say 15% can't say follow TQM employee and no10% employee not the follow TQM with your job.

1. **Is the organization taking steps for individual carrier growth?**

* Yes
* Can't say
* No

|  |  |  |
| --- | --- | --- |
| **Attributes** | **No. of respondents** | **Percentage** |
| Yes | 47 | 78% |
| Can't say | 11 | 18% |
| No | 02 | 04% |
| Total | 60 | 100% |

**Interpretation:**

Form this chart yes with job 78% the organization taking steps for carrier growth the employee and can't say 18% can't say the individual carrier growth employee and no 04% employee no individual carrier growth with your job.

**CHAPTER-4**

**CONCLUSION**

**AND**

**SUGGESTIONs**

#### CONCLUSIONS

##### From the study following conclusions redrawn:

1. It was revealed that the majority of the respondents were satisfied with their job and the working conditions provided to them.
2. Majority of the respondents had a neutral response towards the openness of the organization. Only a few respondents agreed that there was an open environment in the organization
3. Most of the respondents agreed that the decision making power was shared with them while others disagreed and only a few had a neutral response towards it.
4. Majority of the respondents agreed that team work and team spirit is encouraged in the organization while only few of the respondents did not agree at this point.
5. Only of the respondents were of the view that organization does not follow any TQM programmes while maximum of the respondents agreed at this point.
6. The needs and aspirations of the respondents are kept into consideration in the organization. Majority of the respondents supported this view while only a few discarded it. Majority if the respondents agreed that the organization is taking steps towards the career growth while only a few did not agree with this.

#### SUGGESTIONS:

1. Enhancingteameffectivenessisonlythebeginningofresearchtodetermine both the effectiveness of this tool and what can be accurately described in terms of process effectiveness on global teams.
2. DevelopanHRphilosophyfortheentireorganizationandgetthetopmanagementcommitted to it openly and consistently.
3. Keep aspiring the line managers to have a constant desire to learn and develop.
4. HRD Climate should be the focus rather than the HRD mechanisms.
5. Frequent get-together of HRD staff is useful. The mechanisms should be evolved or HRD staff and facilitators to get together frequently and exchange notes, if they are having decentralized set-ups.
6. Periodic surveys are useful .The HRD climate survey should be made periodically . It has been found really a good and useful instrument.
7. Monitoring the implementation of HRD sub-system or mechanisms is a very important task and it should be positively done.

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**CHAPTER-5**

**QUESTIONNAIRE**

### Section-A

This questionnaire is to study the **“HUMAN RESOURCE DEVELOPMENT”.** You are requested to please give few minutes to fill the questionnaire and provide us with valuable information. All the information provided by you will be treated as confidential. We will be glad to share the summary of the survey with you

##### Personal Details

Name :

Age :

Marital status :

Educational qualification :

Professional qualification :

Designation :

Date of joining :

1. **What types of training programme is undergone here?**

* On the job training
* Off the job training
* Case study
* Classroom training

1. **Does training helps to improve employee-employer relationship?**

* Yes
* No

1. **Does training enable employees more productive?**

* Yes
* No

1. **Does the management give importance to strategic training?**

* Yes
* No

1. **Does the management give importance to cost effect training?**

* Yes
* No

1. **Whether the management uses new technologies for training the employees?**

* Yes
* No

1. **Do the training practices help the employees in improving their career?**

* Yes
* No

1. **Are you satisfied with your job?**

* Highly satisfied
* satisfied
* not satisfied

1. **Are you satisfied with Working Conditions?**

* Highly satisfied
* satisfied
* not satisfied

1. **Does the organization provide an open environment to the employees?**

* Yes
* Can’t say
* No

1. **Does the organization have a trustful environment?**

* Yes
* Can’t say
* No

1. **Is decision making power shared with employees also?**

* Yes
* Can’t say
* No

1. **Does the organization follow TQM?**

* Yes
* Can’t say
* No

1. **Is the organization taking steps for individual’s career growth?**

* Yes
* Can’t say
* No

**Suggestion’s if/any**