

Hima Parameswaran, 2019

Volume 4 Issue 3, pp. 1810-1829

Date of Publication: 28<sup>th</sup> February, 2019

DOI-<https://dx.doi.org/10.20319/pijss.2019.43.18101829>

This paper can be cited as: Parameswaran, H., (2019). Talent Management in Work-Life - A Lightning Bolt to your Professional Development. PEOPLE: International Journal of Social Sciences, 4(3), 1810-1829.

This work is licensed under the Creative Commons Attribution-Non Commercial 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc/4.0/> or send a letter to Creative Commons, PO Box 1866, Mountain View, CA 94042, USA.

## **TALENT MANAGEMENT IN WORK-LIFE - A LIGHTNING BOLT TO YOUR PROFESSIONAL DEVELOPMENT!**

**Hima Parameswaran**

*Assistant Professor, Emirates College for Management and Information Technology, Al Nadha,  
Dubai, United Arab Emirates*

[himarakesh@gmail.com](mailto:himarakesh@gmail.com)

---

### **Abstract**

*Organizations in this 21<sup>st</sup> century face numerous challenges as a result of increased demographics and diversity of the workforce. In this context, companies require an organized and strategic effort to use various human resource management practices, including acquiring employees, learning and development, performance management, and compensation to attract, retain, motivate, and develop highly skilled work-force.*

*This research not only helps to explore the relationship between HRD in a Public and a Private organization, also it facilitates a framework to develop employee self-confidence and cheerfulness by a constructive work environment. Simultaneously, it is vital to depict the outcomes of two independent variables viz. Talent management and, Professional development towards its dependent variable, HRD. It highlights on the employee perception about working conditions of the two companies, which is a fundamental factor for the leadership skills, employee commitment, high performance work systems, and the necessity of socio-technical systems. Accordingly, the study is concentrated at Kochi, Kerala, India, in the shape of 'Comparative Analysis of HRD in a Public and a Private' (quantitative and qualitative analysis) with a focus on the Plant level workers and the Managerial staff (stratified proportional sampling) with a sample size of 481 and 475 from both*

*companies. Furthermore, it has been statistically verified that two factors show a positive relationship with HRD. Along with this, it identifies the extent to which the HRD and its work-life factors are provided by the selected companies.*

*The outcome of the survey has generated a relationship between dependent variable (HRD) and independent variables (work-life factors), different opinion in their HRD, their outlook about HRD and work-life factors with respect to demographic factors, personal satisfaction about their HRD, varying satisfaction level with respect to the demographic factors, and the influence of HRD variables in the selected companies.*

### **Key words**

Human Resource Development (HRD), Talent Management, Professional Development

---

## **1. Introduction**

Human resource development (HRD) is molded by humanity, technology and the global environment. It is the strategic management of training, development and, supervision to achieve the organizational objectives by full utilization of knowledge and skills of the individual employees. Organizational goals and employees' cravings are challenging and valuable. Employees experience happiness in many ways from their job. A good work-life provides them to be happy in work and life. A better understanding of one's profession enables them to recognize and develop their career skills and interests and, to use these factors most effectively both within the organization and after they leave the firm. A career must provide a systematic expansion of work-related capabilities, focused on the attainment of both organization and personal goals. Research shows that people who pursue work goals for intrinsic reasons are more satisfied with their jobs. In recent years, the human value of work-life has affected negatively with growing prevalence of global ups and downs by technological advancement, industrial productivity, and economic growth. This acts as a parallel role in the retention, attendance, and satisfaction of employee performance.

### **1.1 Meaning of Quality**

In general, 'quality' can be observed as a set of processes that supports the structural designs and production methods of a manufacturing or service setup, because it produces quality goods or services economically to meet the requirements of customers. This quality in products/services can be achieved only by the company's clear, customer-oriented quality management system through various organizational activities. The dual concern of modern organizations about the quality human practices in work place and their feasibility has created a growing awareness in the

potentials of redesigning the work. With organizations increasingly focusing their attention on identifying, rewarding and retaining talent, the area of talent development has attracted attention within the literature. It is an amalgam of goal-oriented process of planning, recruiting, developing, managing, and compensating employees.

### **1.2 Significance of the Study**

Considering the above mentioned factors, the present study not only helps to explore the relationship between HRD for better work-life in a Public organization and a Private organization, it also facilitates a framework for their career planning by productivity and fulfillment. It highlights about the employee perception on these listed factors; talent management and professional planning as independent variables and dependent variable as Human resource development. It is evident that these can bridge the goals as these goals can be created by more involvement, participation, fulfillment and effective jobs. As Kerala state in India is strengthened with skilled work force, good infrastructure, and high financial support, always viable for economic and human development. In this background, this study helps to identify the need of these variables with respect to the demographic factors as a subjective aspect.

## **2. Literature Review**

Human resource development is integrative in nature and its transformative power plays an inevitable role in economic and societal development. It encourages the creation of innovative and drastic solutions to real-world problems. All organizational dilemmas can be solved by focusing on HRD practices includes; organizational values, strategic change management, knowledge management, organizational leadership, workforce enlargement and labour economics. Thus it acts as a vehicle for the modernization and advancement of society. An examination of the literature reveals that HRD has been developed from different traditions in Europe and the US. Hilton and McLean argue that the definition of HRD varies from one country to another and national differences are a crucial factor in determining the way in which HRD professionals work. Similarly, Woodall maintains that in a UK context, there tends to be a close alignment of HRD with HRM programs, which contrasts strongly with the close association of HRD with adult education within the US.

According to Jones, HRD is a systematic expansion of people's work-related abilities, focused on the attainment of both organization and personal goals.

HRD is the integrated use of training and development, career development and organizational development to improve individual and organizational effectiveness (McLagan 1989).

Vince (2003) points out that HRD should be conceptualized as an approach that supports the impact that people can have on organizing. The focus of HRD is on action, on developing the capacity to act, on generating credibility through action and on influencing and working with others in situations loaded with emotion and politics. The HRD function should be about discovering how an organization has managed to become set in its ways, how to organize opportunities for change that can challenge a tendency to resist change and how to imagine and deliver processes that can underpin organizational development and transformation.

In talent management, managers should understand the various tasks including recruiting, training, compensating employees are interrelated and are goal-related. Organizing and creating training and development programs in organizations realizes a number of important benefits for individual employees, their work departments and the organization as a whole. Elangovan and Karakowsky (1999) argue that organizations gain from training programs through the improved performance and increased productivity that accompany employee development, while employees enjoy extrinsic and intrinsic rewards associated with skill development and performance improvement.

Learning is continuous, can be formal or informal, and involves creating and sharing knowledge. The emphasis on continuous learning has altered the direction and frequency of programs within the careers. In this dynamic, competitive world, career development and career planning have become increasingly important aspects of HRD. Today's careers are known as protean career, which is based on self-determination, with the goal of psychological success in one's work. Thus employees take major responsibility for managing their careers. In Hall's point of view, career is "a perceived sequence of attitudes and behaviours associated with work related experiences and activities over the span of a person's life." Professional development is a lifetime process with series of activities that contribute to career exploration, establishment, success, and fulfillment. Accordingly, employees can plan their career by knowing about their skills, interests, knowledge along with their weaknesses. This awareness helps them to match with organizational opportunities and threats.

Sullivan and Baruch (2009) highlight that career is “an individual’s work-related and other relevant experiences, both inside and outside of organizations, that form a unique pattern over the individual’s life span.” A survey by the human resource management consulting firm Mercer found that as of 2010, employers planned to focus both on money and on career development to retain and engage the right talent. It is indispensable to offer a wide range of professional experiences, broad serviceable and geographic exposure within the organization, and more targeted leadership rather than focusing on incentives and perks to entice and retain employees.

The concepts of talent management and career have changed significantly in the last two decades in line with economic and technologic change. In this aspects, Talent management and Professional development in HRD remains a vibrant and important area towards employee competency, motivation and, satisfaction.



**Figure 1:** McLagan, P. (1989) *Models for HRD Practise*, Alexandria, VA: ASTD Press

## 2. Methodology

Based on the literature survey on changing human resource practices and a pilot study on employees’ feelings, it is decided to conduct a deep study on the basic desires, motives, and experience of employees on their HRD practices and its related dimensions. Methodology of the present research contains a combination of qualitative (interaction, observation, interviews) and quantitative (questionnaire) forms of inquiry.

The framed hypotheses are;

- i. Employee perception about the HRD of Public and Private has no significant variation,

- ii. Demographic traits of employees and both companies have no significant variation,
- iii. HRD in both companies has no significant variation,
- iv. Work-life dimensions in both companies have no significant relationship,
- v. The work-life dimensions and personal satisfaction in both companies have no significant variation.

**Table 1: Variables and Measures**

HRD Variables	Measures
<b><i>Talent Management</i></b>	<ul style="list-style-type: none"> <li>a. Provides Skill/technology based training</li> <li>b. Provision for Suggestion Schemes</li> <li>c. Adequate Grievance procedure</li> <li>d. Extend of Job involvement</li> <li>e. Comfortable in work and provides autonomy</li> <li>f. Provides Protective equipments/Uniforms/ safety boards</li> <li>g. Offers Health and welfare measures</li> <li>h. Agreements for Compensation and other benefits including dearness allowances</li> <li>i. Faces Physical/psychological stress</li> <li>j. Receives Counseling from the company</li> <li>k. Degree of Family engagement level</li> </ul>
<b><i>Professional development</i></b>	<ul style="list-style-type: none"> <li>l. Level of Job design</li> <li>m. Adequate Performance appraisal measures</li> <li>n. Achievement of personal goals</li> <li>o. Extent of Promotion Policies</li> <li>p. Scope for Technological development</li> <li>q. Degree of Enforcement of regulations</li> <li>r. Maintains Discipline</li> <li>s. Provides Challenge in Work</li> <li>t. Feeling of competence</li> <li>u. Provides Job security</li> <li>v. Accessibility of Job rotation</li> </ul>

Source: Secondary data

The questionnaire was self-developed, and ‘closed’ in form, made on the basis of 4 point Likert scale ranging from (excellent, good, fair, and poor) as the model of rating. Demographic factors were included in the beginning of the questionnaire, followed by above mentioned measures for two independent variables. As a final point, a question to measure the satisfaction level of the employees about the quality of HRD was given at the end of the questionnaire.

The study was done from a large sample of employees from two industries of Kerala, in a particular time period of two months, it is essentially cross-sectional. Moreover, the variables that

exist were selected, observed, recorded, and analysed. So, survey method is the best approach for a quantitative research with the help of a structured questionnaire. For an assorted population sample, quantitative (survey) and qualitative (interview) data among 956 employees, 481 from Public and 475 from Private, were collected from both zones.

**Table 2: Sample Profile and Demographic Factors**

Sl. #	Company	Position		Total
		Administration	Plant	
1.	Public	313(65.1%)	168(34.9%)	481
2.	Private	148(31.2%)	327(68.8%)	475
Total		461	495	956

Demographic Factors	FACT	ATL
<b>Gender</b>		
Male	333 (69.2%)	460 (96.8%)
Female	148 (30.8%)	15(3.2%)
<b>Age</b>		
20-30	30(6.2%)	75(15.8%)
31-40	37(7.7%)	151(31.8%)
41-50	231(48%)	204(42.9%)
Above 50	183(38%)	45(9.5%)
<b>Qualification</b>		
Professional	132(27.4%)	64(13.5%)
Post Graduate	82(17%)	69(14.5%)
Degree	96(20%)	15(3.2%)
Diploma	99(26%)	42(8.8%)
Pre-degree	51(10.6%)	150(31.6%)
High school level	21(4.4%)	135(28.4%)
<b>Experience</b>		
3-10		84(17.7%)
11-15	36(7.5%)	112(23.6%)
16-20	30(6.2%)	69(14.5%)
21-25	49(10.2%)	99(20.8%)
Above 25 years	205(42.6)	111(23.4%)
	161(33.5%)	
<b>Living background</b>		
Panchayat	172(35.8%)	233(49.1%)
Municipality	246(51.1%)	242(50.9)
Corporation	63(13.1%)	0

Source: Survey

## 4. Data Analysis

Once the editing of data was completed, next stage was the coding of the responses. Each item in the questionnaire was given unique code using number. For example, items in the questionnaire 1 are coded as 1 for 'poor,' 2 for 'fair,' 3 for 'good,' and 4 for 'excellent.' The demographic responses were also coded with numbers. For example, the variable, male is coded with 01 and 02 indicates a female respondent. In the same manner, the variables like position, age, education, experience, and place of residence were coded using numbers. The responses were then keyed to a SPSS programme. In the case of the ranking questions, the weighted average techniques with values starting from the highest possible rank to the lowest and weight as the number of respondents was adopted. Thus, all the items were analysed mean was calculated for each category and the ranks were assigned on the basis of the values of the weighted mean. The mean, standard deviation, percentage and frequencies were first calculated to get the initial using descriptive statistics.

A one sample Z- test was used to investigate the level of HRD. To explore the significant difference in the response between two companies, an independent Z-test was utilized. ANOVA test was applied to find out any difference in responses caused by demographic variables. Later, the Chi square tests were adopted to realize the dependency of the personal satisfaction level and the demographic factors. The acceptable level of significance was  $P < 0.05$ .

The factorability of the data was tested by considering the sample size, Bartlett's test of sphericity, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, and Cronbach's alpha had been used to test the reliability and construct of scales. The 'Communality' test was applied to test the suitability of the factors that measured under each of the six variables. Confirmatory factor analysis helped to explore the relationships between independent and moderating variables. It also facilitated to describe the construct of the theoretical frame work. This was done using the software AMOS 7.

The coefficient of variation (CV) is the most commonly used method particularly in studies like this to compare the variability of two or more than two series of their relative variation. To identify the level of satisfaction of the variables, the study used the Mean percentage score.

One sample Z- Test is a statistical procedure, which examines the mean difference between the sample and the known value of the population mean. The Independent-Samples Z- test method compared the means of two groups of cases. The One-Way ANOVA procedure produces a one-way



analysis of variance for a quantitative dependent variable by a single factor (independent) variable. For this reason, a post-hoc test (multiple regressions) was adopted.

**Table 3: Reliability Test**

Variables	Cronbach's alpha		No of Variables
	Public	Private	
Professional Development	0.696	0.838	11
Talent Management	0.796	0.781	11
<i>Human Resource Development</i>	<i>0.835</i>	<i>0.779</i>	2

Source: SPSS

The Cronbach's alpha is above 0.60, thus, the instrument is reliable for assessing the various dimensions of QWL in selected companies.

Hypotheses Test

**Table 4: Descriptive Statistics**

Variables	Mean	Std. Deviation	Maximum score	Mean % score	CV
Professional Development	27.75	4.21	48	57.80	15.18
Talent management	36.17	4.46	60	60.29	12.33
Human Resource Development	63.92	8.76	108	59.05	11.12

Source: SPSS

It has proved that enough actions should be implemented for Professional Development in the work culture of the selected companies as the value of MPS is below is 60%. Both companies have taken enough measures towards HRD.

**Table 5: Comparison of HRD score between Public and Private**

Variable	Company	Mean	Mean % Score	Std. Deviation	Z	P value
HRD	Public	206.93	59.46	22.18	11.687	<0.001
	Private	191.24	54.95	19.20		

**Table 6:** HRD score and its Z test for Public and Private

HRD	Mean	Std. Deviation	Maximum	Mean % Score	CV	Z	P value
Public	206.93	22.18	348	59.46	10.72	-2.047	0.021
Private	191.24	19.20	348	54.95	10.04	-20.163	<0.001

Z test was found to be significant, which was less than tabled value -1.645, so alternative hypothesis was accepted;

H<sub>1</sub>: MPS of HRD was less than 60% for Public and for Private.

In the comparative analysis, it proved that employee’s opinion has variation about HRD and in its related factors. MPS of HRD for Public was higher than that of Private.

**Table 7:** Comparison of sub variables of HRD in Public and Private

Variables	Company	Mean	Std. Deviation	Mean % score	CV	Z	P value
Professional Development	Public	28.649	3.989	59.685	13.924	6.829	<0.001
	Private	26.832	4.236	55.899	15.787		
Talent management	Public	38.667	4.225	64.446	10.926	21.049	<0.001
	Private	33.648	3.045	56.081	9.051		

Tabled value: 1.645

The value of 11.7 from (Table 5) Two sample Z test confirmed the test by accepting the alternative hypothesis; H<sub>1</sub>: Public company has better HRD factors than Private Company. For the

comparison of HRD sub-variables too (Table 7), Z values were >1.645, thus accepted the alternative hypothesis; H<sub>1</sub>: MPS of each of the work-life sub-variables of Professional development and Talent management in Public is greater than that of Private. Moreover, values of CV <20% verified that the judgments were less consistent.

In general, employee perception in their HRD of Public and Private has less variation. The test proved that the mean score of HRD in Public is greater than that of Private.

**Chi-Square test for Personal Satisfaction level about QWL in Public and in Private**

**Table 8:** Comparison of Personal Satisfaction level about QWL - Public and Private

Company		Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Public	Count	80	187	211	3
	% within Company	16.6%	38.9%	43.9%	.6%
Private	Count	146	212	108	9
	% within Company	30.7%	44.6%	22.7%	1.9%
<b>Chi-Square Tests</b>	<b>Pearson Chi-Square</b>	<b>Value</b>	<b>df</b>	<b>P value</b>	<b>Conclusion</b>
		<b>57.062</b>	<b>3</b>	<b>&lt;.001</b>	<b>Significant</b>

Finally, comparison of the personal satisfaction level about HRD with respect to socio-environmental factors has been made. Similar to the overall analysis, the Chi-square test was carried out to study the generalization of the sample information to the population in the entire case. Therefore, it confirms that the variation that has established with respect to the socio-environmental factors in satisfaction level of the employees holds for the population as well.

**5. Conclusion**

**5.1 Findings**

From the analysis, it is noticeable that the employees’ perception towards their HRD was satisfactory in both companies. As it is observed, the mean score of the HRD in Public is 59.46 and that of Private is 54.95, which indicated that there is a need for improvement in their work

environment for them to be competent in this ever-changing global environment. Z test and multiple comparison tests clarified the significant difference of diverse groups. Two sample Z test indicated a value of 11.687, which is greater than the tabled value of 1.645. Thus, the test proved that the mean score of HRD in the Public is greater than that of Private. All other 22 scales have direct linkage with employee's work-life satisfaction. Simultaneously, the calculated value of Z is -2.047 for Public and -20.163 for Private from one sample Z test confirmed that the MPS of HRD is less than 60%, thus the employees have moderate feelings about their work environment, otherwise, reasonable HRD exists in both companies.

In addition, Coefficient of Variation (CV) of HRD variables provided a comparison of work-life determinants, which specified that the opinions were relatively stable as its value was less than 20%.

Like HRD, the mean score of each of the HRD dimensions of the Public was greater than that of Private as the Z values were greater than 1.645.

### **5.1.1 Comparison of HRD and Socio-Environmental Factors in Public and in Private**

#### **5.1.1.1 HRD and socio-environmental factors in Public**

- The mean score of the HRD is greater for female than male. The two sample Z test indicated that there exists a significant difference between the opinions relating to gender.
- There is no significant difference among the mean score of the employees of administration and plant. The findings from the two sample Z test confirmed that there is no significant difference among the mean score of the employees based on their position.
- The HRD varies with different age group. It is evident that for the factor age the F-value is 9.6 and hence the ANOVA is found to be significant at 1% level. Also, multiple comparison tests showed the differences in different age groups. Lifestyles of young executives are changing. Because of more exposure to information, their aspirations are changing along with change in their attitudes and values.
- The educational qualification is not an influencing factor for the HRD. The results of ANOVA test revealed that there was not much variation in the outlook of HRD with different education level. Irrespective to the education all human beings need positive work environment. Majority of them were qualified either professionally or technical.

- The mean score of the HRD varies with experience. The F value of the ANOVA test is found to be significant at 1% level, which indicated that there is difference in the mean score of HRD with change of work experience.  
Also, multiple comparison test proved this variation.
- The place of residence has no significant role in HRD. Moreover, the ANOVA test confirmed this statement.

#### **5.1.1.2 HRD and Socio-Environmental Factors in Private**

- The mean score of the HRD is greater for female than male. Personality differences between male and female executives in terms of temperament, adjustment, and emotional ability will vary.
- The mean score of the HRD is greater for the employees of administration than that of plant employees. The two sample Z test confirmed that there is a significant difference among the mean score of the administrative employees and plant employees.
- The mean score of HRD has not much difference with different age group. ANOVA test verified this point. So the age has no significant role in HRD. Employees in all age group have their own priority in work-life factors of Talent management and Professional development.
- The educational qualification is an influencing factor for HRD as far as Private is concerned. ANOVA test and multiple comparison test proved this statement. Generally, in Private sectors qualified staff in the administration gets more facilities than plant employees with less qualification. Supervisors can take initiatives to understand the employee needs.
- The mean score of the HRD varies with various experience groups. The F value of the ANOVA test is found to be significant at 1% level, which indicated that there is difference in the mean score of HRD with change of work experience. Multiple comparison test also proved this point. Experience makes the people more adjustable to work environment.
- The place of residence has no significant role in QWL. Thus, the comparative analysis of two companies clarified that there is significant variations in gender from both companies. There is no significant variation for the administrative employees in Public and Private, however, there is significant variation in their HRD of plant employees. 'Experience' and HRD in both companies have significant variation. There is no significant variation between different living background and HRD in both companies.

## **5.1.2 Comparison of Personal Satisfaction Level and Socio-Environmental Factors in Public and in Private**

### **5.1.2.1 Comparison of Personal Satisfaction and Socio-Environmental Factors in Public**

- The personal satisfaction of the work-life (Q.23) depends on gender, position, age, experience, educational qualification and living background.

### **5.1.2.2 Comparison of Personal Satisfaction and Socio-Environmental Factors in Private**

- The personal satisfaction of the work-life (Q.23) depends on all factors; gender, position, age, experience and, educational qualification except living background. The findings provide evidences that HRD activities can increase the individual performance in job, and perception about the organization. Normally, younger age groups are more interested in an employment only and, they are not very much concerned about other factors of work-life conditions. As age increases, personal need also increases so, naturally the outlook on the working conditions and job security also increases. Another phenomenon among individuals is that human need increases in different stages of life for better standard of life, as explained by Maslow in the Need-Hierarchy theory. Socio-environmental data proved the importance of 'Human resource accounting,' that encourages manager's to take long-run outlook toward the value of people. Awareness of political, economic, sociological, and technological (PEST) aspects of organization's external environment can alert managers to plan in attending their organization's relevant environmental contexts.
- Cronbach's alpha of above 0.60 for all variables confirmed the reliability of the instrument for the study. The factor analysis from SPSS -17 (for EFA) proved the requisite of each variable, its versatility and, its influence to six work-life dimensions in both industries by various methods; Bartlett's test of sphericity, with Kaiser-Meyer-Olkin values  $>0.70$ , Principle component analysis, orthogonal rotation, and from communality of values  $>0.4$ , generally and independently. In CFA, various fit indices with values  $<3$  by AMOS 7.0 proved the model fit, which established the relationship among latent variables to employee satisfaction, and opinion. SEM proved the fit between research model and obtained data by representing it in a path diagram, which offered the multi-collinearity values. Thus it identified the latent variables for two HRD dimensions for the study. In addition, standardized regression weights and ranking verified the most contributing factor in HRD for both organizations. Moreover, Correlation matrix explored the relationships between independent and moderating variables

by providing coefficient values  $>0.3$ . Hence, all above tests have achieved the objective: to investigate and compare work-life dimensions for HRD in Public and Private companies.

## **5.2 Discussion**

Organizational structure in 'Task replacement' is important in work-life because it determines the people's authority in organizations and their perceptions of their roles.

More females can be recruited to the administration, to increase the standard of living, to earn for the family and in order to maintain a meaningful life. Equipments in the Plant can be modified and replaced with new technology, so that monotony in job can be reduced.

In support of the suggestions for growth in Public sectors, modifications in Government organizations require adequate plans and resources for prompt accomplishment of the implied tasks. It should not be over politicized. This can be introduced by a new method called 'Stratum method.' In a mounting society and one which is aspiring at change, the professionalism of public servants must be of a vibrant character, competent of captivating new managerial concepts, adopt new ways of doing things more effectively, and a steady learning approach. So, always the management should think how professional is the organization's approach to recruitment, induction, and personnel infrastructure that based on optimization and result consciousness. This can be achieved by various ERP programmes.

The study emphasized various procedures with respect to various socio-environmental factors. Employee development effort and training programmes must be systematically evaluated to determine whether objectives and learning goals have met. If employee training to be effective in reducing accidents, it must be consistent with the guidelines for designing and conducting any training programme. '3600 Training programmes can be introduced in both organizations.

Another important aspect is that both companies should provide proper 'Learner Training' along with 'Learner evaluation system' for those students who approach the company to study as part of their academic project. 'Performance review' about supervisors by subordinates prevents bureaucracy among managers.

Job satisfaction surveys along with 'Work-life surveys' can be successful only when the management considers the matters; harmonize the needs and objectives of management and

employee, commitment of management with proper direction by survey, appropriate follow-ups, and accomplish to communicate and exercise the results.

The study lime lighted on the need for an informal functional communication channel from workers to the management along with discipline from management. This disciplined action can create a new culture in the work environment. Involvement in the decision process helps to solve many of the labour crises that are common in the organization. Most of the labourers have suggestions for progressing the technology, relationship, and other welfare measures too. The design of the equipment and job can be utilized properly with 'Techno-based' methods. It can also consider the worker-machine interplay in the design of jobs.

Irrespective to Public or Private, companies should emphasize on more 'Corporate Social Responsibilities' like basic education system, primary health checkups, self-earned welfare programmes, waste management, old age homes, awareness in crime/sexual harassments and ethical educational programmes. Unquestionably, a public servant should be an exact citizen centered person.

A great advantage of 'HRD committees' is that they link the activities of employee work-life factors with the cores of decision-making power between the organization and the union. Such a committee structure is capable of creating a great deal of employee participation in manipulating specific changes that benefit employees, the organization, and the union. Mutual understanding is needed for Indian Trade union, which should be free from over politicizations. Because trade unions have influenced by principles of different political parties that consists of a leadership without knowing the internal problems.

Cohesive groups with different gender, age, education, experience, and living background increases interpersonal interaction in the work place, which opens the way to more satisfaction in the work place. This job involvement can reduce absenteeism and turnover to a great extent.

Towards better work-life, management must take initiative for 'Individual identification,' and 'Group identification' process in order to encourage employees in eliminating hurdles and to prepare methods to arrive at their goals. In addition, the work assigned should be challengeable by providing enough support to make the project realistically possible.



Some kinds of stress are desirable for the employee to meet job requirements with adequate resources. As stress increases, performance tends to increase because it is a healthy stimulus that promotes employees to respond to challenges.

Professional counsellors can be appointed so that an open communication can be made about their job and personal problems that may affect in the job performance This helps to maintain a work-life balance especially in Private. Cultural programmes, Gymnasium, Yoga classes, Interstate competitive programmes, and Quiz programmes can be implemented.

Allow employees in the 'Discovery of Roles' by group interaction, which helps to create alternative strategies as well as healthier screening of choices due to dedicated perspectives of group members. In a fast changing world, proactive business approach should be adopted to meet the projected changes. The phrase 'time is money' is very significant in all business, whether it is public or private. In Public organization, with the enormous increases in capital investment costs, the management often paid a bitter cost for delays in decision-making. The intricacies of bureaucratic red-tapism must take into consideration and the delay in moving of files, meetings, and consultations must give place to a determined performance orientation. 'Power management' and 'Time management' in government sectors must be initiated.

Though there is availability of medical practitioner for the whole day in both companies, mental issues of the employees have not considered appropriately. Employees did not feel open to the counsellors due to their status/ego. On other side, management is taking effort to satisfy their needs in external factors like working conditions, training, and performance appraisal. Some workers felt insecure about retirement, some were uncertain about promotions, and some others were unbalanced in the job and life. Consequently, the employee ceases growing on the job. 'Openness' should be maintained to retain mental health and to direct their emotions along productive lines, so that they can maintain a team work.

The analysis reminds that there will be substantial benefits to the companies if it allows them to create new ways to compete based on how they organize and deploy their work forces. Generous attention and structured approach to 'work force analytics' can develop mutual respect and can recognize the competitive advantage of a well-organized, highly skilled, and well-motivated work force.

As an approach to 'Employee branding,' which means marketing of 'Employment' by mentoring, training, and development of employee by both emotive and tangible benefits, for current and prospective employees, better results can be achieved. Employees should be treated as people who are 'ends in themselves' and not as 'means to an end.'

To achieve excellence, employers need a portfolio of 'total rewards' plan in both companies. Moreover, it is required to fill the gap between social requirements and technological progress on one hand and, obsolete socio-political institutions and techniques of administration on the other side. Ergonomics harmonizes the work environment to the employee's body moments and conveniences. Thus it is vital to preserve human resource, to protect employee's health and to capitalize on productivity. Physical working conditions that minimize risk of illness and injury such as natural lighting and ventilation, pollution free atmosphere, arrangements for removing dusts, periodical white washing of buildings, re-varnishing, drinking water at suitable points, and cool water can be suggested for improving health measures in both organizations.

The objective of education is to induce people to 'Act Safely,' it is necessary to create safety awareness include exhibiting easily visible signs that proclaim safety slogans, placing articles on accident prevention in organization's newsletters.

One of the fringe benefits in the utilization of leisure time, organizations can offer guest house accommodation, construct holiday homes or resorts or hire hotel that can be available to their employees and families at subsidized rates. This can be an added advantage to balance the work and family life in order to reduce the stress. 'Management by Promotions' can prevent absenteeism to a great extent in both companies. Provision of merit scholarships to the employee's children for their higher education can motivate employees in their job. Better retirement plans can also be a great relief for the employees, especially in Private. Result emphasizes on the need of continuing professional development. Here it shows the importance of web-based learning to bridge the skills gap, helping businesses to develop in creative and innovative ways.

It is important to specify that these above mentioned factors are not the only variables towards HRD. Results also proved it changes with demographic factors. With greater emphasis laid on HRD, the employees today exhibit an attitude of responsibility and performance to the quantitative and qualitative standards. The new generation not only demands a better deal in their

work environment, but also keen to fulfill their involvement with the organization. In addition, consumer trends and technical innovations are developing rapidly. Thus, the route of comparative analysis in both companies provide a better perceptives to deal more effectively towards HRD in any organization.

## References

- Armstrong, M (1999) *A Handbook of Human Resource Management Practise*. London: Kogan Page.
- ATL (2010) Apollo tyres Annual report, 2010.
- ATMA, India, 2010.
- CIPD (Chartered Institute of Personnel and Development) (2013) *Evaluating Learning and Talent Development*.
- “District-wise Factory Employment.” Annual Survey of Industries, Government of Kerala, March (2001):12.
- FACT (2010) *FACT HR Manual*, 2010.
- Fulmer, R.M., Stumpf, S.A. and Bleak, J. (2009) The Strategic Development of High Potential Leaders. *Strategy and Leadership*, 37(3), pp. 17-22.
- Garavan, T. N. and McGuire D. (2001) Competencies and Workplace Learning: Some Reflections on the Rhetoric and the Reality. *Journal of Workplace Learning*, 13(1), pp. 144-164.
- Elangovan, A.R. and Karakowsky, L. (1999) The Role of Trainee and Environmental factors In Transfer of Training: An Exploratory Framework. *Leadership and Organisation Development Journal*, 20(5), 268-275.
- Grabo, A., & VAN Vugt, M. (2016) Charismatic leadership and the evolution of cooperation. *Evolution & Human behaviour*, 37(5), 399-406.  
<https://doi.org/10.1016/j.evolhumbehav.2016.03.005>
- Hall, D.T. (2002) *Careers in and out of Organisations*. Thousand Oaks, CA: Sage.
- Hilton, B. and McLean, G.N. (1997) The Status of Human Resource Development in French Companies Paper presented at the Academy of Human Resource Development 1997 Conference Proceedings, Baton Rouge, Louisiana.

Jones, J. (1981) The Organizational Universe. In J. Jones and J. Pfeiffer (eds), The 1981 Annual Handbook for Group Facilitators. San Diego: University Associates.

McLagan, P. (1989) Models for HRD Practise, Alexandria, VA: ASTD Press. Sullivan, S.E. and Baruch, B. (2009) Advances in Career Theory and Research: A Critical Review and Agenda for Future Exploration. *Journal of Management*, 35(6), 1542-1571.

“Organizations Focus on Employee Engagement to Attract and Retain Top Talent,”  
[www.Mercer.com](http://www.Mercer.com), accessed July 24, 2010.

Rose, G. (2016). *Visual methodologies: An introduction to the interpretation of visual materials*. London: Sage.

Sacavem, A., Martinez, L. F., Viera da Cunha, J., Abreu, A. M., & Johnson, S. K. (2017). Charismatic leadership: A study on delivery styles, mood, and performance. *Journal of Leadership Studies*, 11(3), 21-38. <https://doi.org/10.1002/jls.21519>.

Vince, R. (2003) The Future Practice of HRD. *Human Resource Development international*, 6(4) 559-563.

Wilson, C. (2012) Retaining Good People through a Focus on Talent and Purpose: Proper Inductions make Employees Feel as Though They Truly Belong. *Human Resource Management International Digest*, 20(2), pp. 29- 31.

Woodall, J. (2003) The Common Underlying Assumptions of HRD? *Human Resource Development International*, 6(3), 281-283.

[www.factnews.com](http://www.factnews.com).

[www.thenewsminute.com](http://www.thenewsminute.com).

[www.apollotyres.com](http://www.apollotyres.com)