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A Study on Effectiveness of Human Resource Development with Ref.to Data Link Consultancy, Hyderabad

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ABSTRACT: This research paper undertakes a comprehensive evaluation of the Human Resource Development (HRD) strategies implemented at Data Link Consultancy, Hyderabad, focusing on their effectiveness in enhancing organizational performance and employee development. The investigation is structured around four key objectives—assessing the impact of training and development programs, evaluating the effectiveness of performance management systems, analysing employee engagement levels, and examining talent acquisition and retention strategies. Utilizing a sample size of 100 employees, drawn from various departments and levels within the organization, the study employs a mix of qualitative and quantitative methods to gather data. This includes surveys, interviews, and analysis of company records. The research spans the period of the past three years, offering insights into the evolution of HRD practices and their outcomes. The study identifies strengths and weaknesses in HRD practices at Data Link Consultancy, with a primary emphasis on training effectiveness, goal alignment through performance management, employee engagement initiatives, and talent management strategies. It aims to provide management with actionable recommendations to optimize HRD activities, thereby contributing to the overall performance and efficiency of the organization.

A limitation of the study is the potential restriction on accessing certain confidential company information. Additionally, the geographical scope is limited to Hyderabad, and there are time constraints within which the research must be conducted to minimize disruption to ongoing operations.

Despite these constraints, the paper provides a detailed analysis of HRD practices at Data Link Consultancy, highlighting areas of excellence and suggesting improvements for future HRD initiatives, with the overarching goal of enhancing employee skill sets and organizational performance. The findings and recommendations are intended to serve as a guide for management in refining their HRD strategies and promoting a more effective and engaged workforce.

KEYWORDS: Human Resource Development (HRD), Employee Development, Organizational Performance, Performance Management Systems, Talent Retention Strategies, Employee Engagement

I. INTRODUCTION

Human Resource Development (HRD) is the part of human resource management that specifically deals with training and development of the employees in the organization. Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities. Development of human resources is essential for any organization that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. A number of Human Resource Development (HRD) techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of Human Resource Development (HRD) system, related mechanisms and the changing boundaries of Human Resource Development (HRD). Human Resource Development (HRD) concept was first introduced by Leonard Nadler 1 in 1969 in a conference in US. He defined Human Resource Development (HRD) as “those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioural change”. Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development (HRD) includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of Human

Resource Development (HRD) is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Human Resource Development (HRD) can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development (HRD) can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development (HRD) and cover all of these bases. Human Resource Development (HRD) is a process of developing skills, competencies, knowledge and attitudes of people in an organization. The people become human resource only when they are competent to perform organizational activities. Therefore, Human Resource Development (HRD) ensures that the organization has such competent human resource to achieve its desired goals and objectives. Human Resource Development (HRD) imparts the required knowledge and skill in them through effective arrangement of training and development programs. Human Resource Development (HRD) is an integral part of Human Resource Management (HRM) which is more concerned with training and development, career planning and development and the organization development. The organization has to understand the dynamics of HR and attempt to cope with changing situation in order to deploy its HR effectively and efficiently. And Human Resource Development (HRD) helps to reach this target. Hence, Human Resource Development (HRD) is a conscious and proactive approach applied by employers which seeks to capacitate employees through training and development to give their maximum to the organization and to fully use their potential to develop themselves.

1.1 NEED OF THE STUDY

The need for conducting a study on the effectiveness of human resource development at Data Link Consultancy in Hyderabad is to gain insights into the impact and outcomes of their HRD initiatives. This study will provide valuable information on the effectiveness of training programs, employee development strategies, performance management systems, talent acquisition and retention practices, and overall HRD practices implemented at Data Link Consultancy. By understanding the effectiveness of these initiatives, Data Link Consultancy can identify areas of improvement, optimize their HRD efforts, enhance employee satisfaction and productivity, and ultimately contribute to the overall growth and success of the organization.

1.2 SCOPE OF THE STUDY

This study aims to evaluate the effectiveness of Human Resource Development (HRD) practices at Data Link Consultancy in Hyderabad. The scope of the study includes:

To assess and analyze the current HRD practices and their impact on employee performance, satisfaction, and organizational efficiency. The study will be confined to Data Link Consultancy's Hyderabad location, encompassing all departments and levels of employees. Evaluation of HRD activities and outcomes over the past three years. Identification of strengths and weaknesses in current HRD practices, with recommendations for improvements to enhance employee development and organizational performance

1.3 OBJECTIVE OF THE STUDY

- 1.To assess the impact of training and development programs on employee skills enhancement and performance improvement.
- 2.To evaluate the effectiveness of performance management systems in aligning individual and organizational goals, providing feedback, and fostering employee development.
- 3.To analyse the level of employee engagement and assess the effectiveness of employee engagement initiatives implemented at Data Link Consultancy.
- 4.To examine the effectiveness of talent acquisition and retention strategies in attracting and retaining skilled and high-performing employees.

II. REVIEW OF LITERATURE

Shaikh T.S (1978) in his Ph.D. Thesis “Personnel Policies and Administration in Urban Banks” reported that for getting good personnel to Banks all vacancies should be advertised, selection committee should add with expert in it, all interviews must be formally arranged, and proper induction program should be arranged for new employees. He further stated that there should be a separate Human Resource department, planned training programs, clarified promotion criteria known to all, scientific performance appraisal system.

Bhatia S.K (1986) in the research Article “Training In Public Enterprises: Future Directions” reported trend in the area of 21 training in public enterprises in the context of the need to meet the challenges in the public enterprises as, Human Resource training would be the dominating concern; Market changes and competition would be another trust area of an environment change, affecting future training goals; and more emphasis had to be placed on training in attitudes and

behavioural changes as compared to skill to bring about a change in work culture. He recommended setting up 'Training Institute' for trainers at National level.

Venkataraman K (1986) in "Sensitivity Training to Improve Inter-Relations" focused on experience based learning of employees, in which they work together in small group to examine the experiences, feeling and behaviour. It is said to provide a lowrisk environment for a person to experiment with different ways of changing his behavioural pattern. Sensitivity training is an integral part of HRD used for team building and for attaining organizational goals.

M.Phil. dissertation "A Study of the Impact of Co-Operative Training and Education on Management of Co-Operatives in Kolhapur District" stressed that a practical training is useful to increase the effectiveness of Co-operatives. He further adds that frequent training for new techniques, and more visits to different co-operative institutions of knowledge will prove to be effective for the employees of cooperatives.

Kamra P.K. (1987) in the Book "Co-Operative Management" mentioned HRM activities in part I and HRD activities such as training, its significance, orientation, on the –Job training, issues of 22 training, employee participation, and recognition of the union in the part II of the book.

III. RESEARCH METHODOLOGY

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called methodology. Methods compromise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

3.1 DATA COLLECTION METHOD:

Data was collected using questionnaire. This method is quite popular in case of big enquires. Private individuals, research workers, private and public organizations and even government are adopting it. A questionnaire consists of a number of questions involves both specific and general question related to effectiveness of human resource development.

3.2 SOURCES OF DATA:

The two sources of data collection are namely primary and secondary.

1.PRIMARY DATA:

Primary data are fresh data collected through survey from the employee's using questionnaire.

2.SECONDARY DATA:

Secondary data are collected from books and internet.

3.3 SAMPLE SIZE:

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about population from a sample.

Sample Size=100

3.4 LIMITATIONS OF THE STUDY

- Some information required for the study may be confidential and therefore company is not disclosing the same.
- Time factor can be major limitation of this survey. Because it has to be completed within the time limit without disturbing the operations or the work of the concern employees.
- Geographical limitations: company located in Hyderabad.

IV. DATA ANALYSIS AND INTERPRETATION:

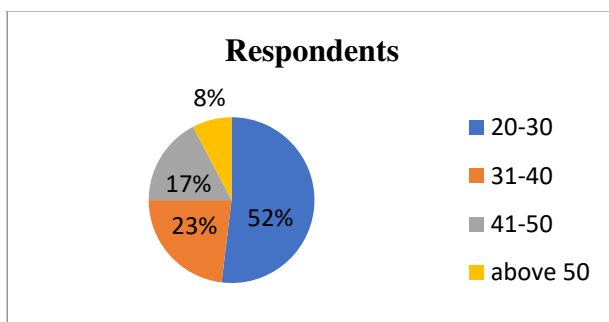
Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data.



1. Age

- a. 21-30 b.31-40 c. 41-50 d. above 50

Age	Respondents	Percentage
20-30	27	54
31-40	12	24
41-50	9	18
above 50	4	8
total	50	100



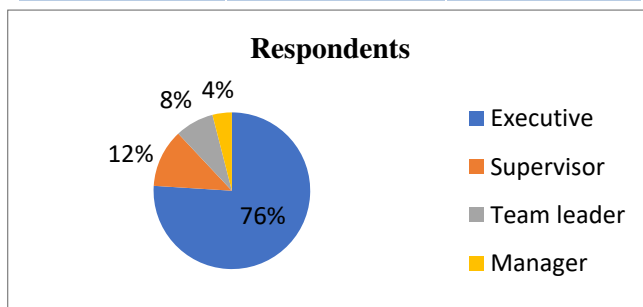
Interpretation:

From the above table and graph, we can interpret that 54% of the respondents age group is from 21-30, 24% of the respondents age group is from 31-40, 18% of the respondents age group is from 41-50, 8% of the respondents age group is above 50.

2. Designation

- a. Executive b. Supervisor c. Team leader d. Manager

Designation	Respondents	Percentage
Executive	38	76
supervisor	6	12
team leader	4	8
manager	2	4
Total	50	100



Interpretation:

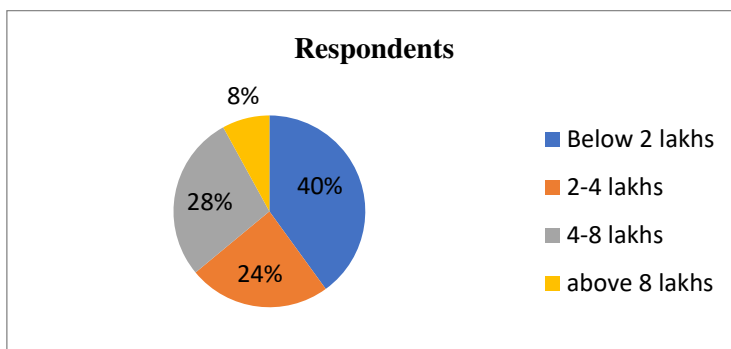
From the above table and graph, we can interpret that 76% of the respondents designation is executive, 12% of the respondents designation is supervisor, 8% of the respondents designation is team leader, 4% of the respondents designation is managers.



3. what is your salary?

- a. Below 2 lakhs b. 2-4 lakhs c. 4-8 lakhs d. Above 8 lakhs

Salary	Respondents	Percentage
Below 2 lakhs	20	40
2-4 lakhs	12	24
4-8 lakhs	14	28
above 8 lakhs	4	8
total	50	100



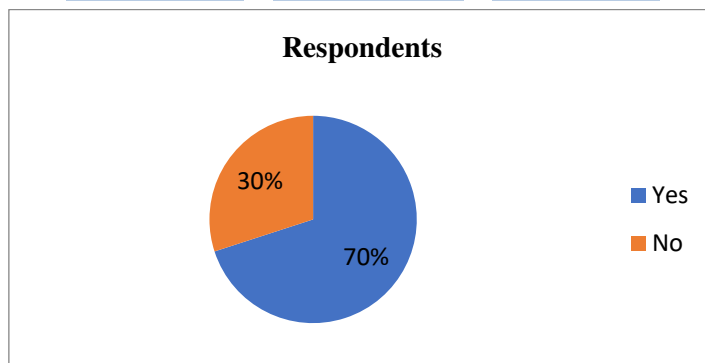
Interpretation:

From the above table and graph, we can interpret that 40% of the respondents salary is below 2 lakhs, 24% of the respondents salary is 2-4 lakhs, 28% of the respondents salary is 4-8 laks, 8% of the respondents salary is above 8 lakhs.

4. Have you received the training you need to perform your job efficiently?

- a. Yes b. No

	Respondents	Percentage
Yes	35	70
No	15	30
Total	50	100



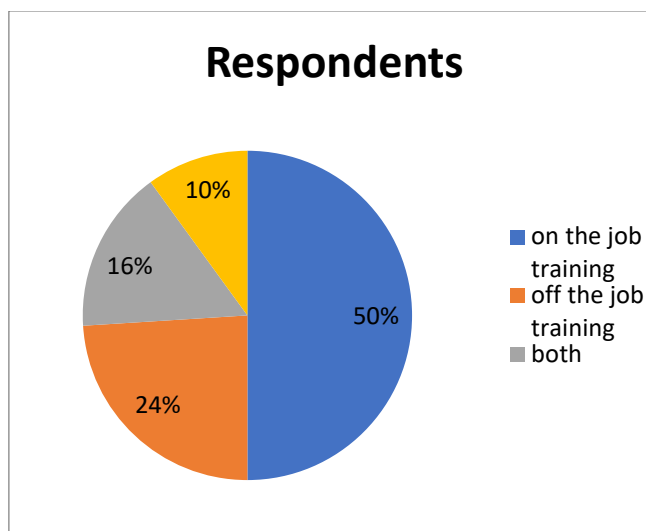
Interpretation:

From the above table and graph, we can interpret 70% of the respondents received the training they need to perform their job efficiently,30% of the respondents didn't received the training that they need to perform their job efficiently.

5. Please specify the types of training?

- a. on the job training b. off the job training c. both d. others

Types of training	Respondents	Percentage
on the job training	25	50
off the job training	12	24
both	8	16
others	5	10
total	50	100



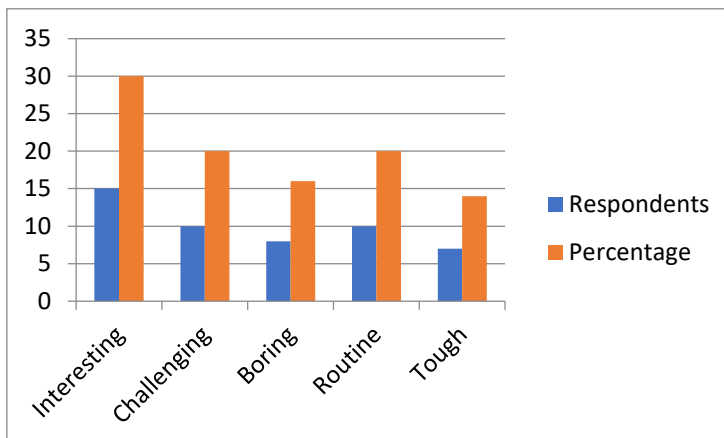
Interpretation:

From the above table and graph we can interpret, 50% of the respondents choosing on the job training, 24% of the respondents choosing off the job training, 16% of the respondents choosing both, 10% of the respondents choosing other trainings.

6. How do you feel about your job?

- a. Interesting b. Challenging c. Routine d. Boring e. Tough

	Respondents	Percentage
Interesting	15	30
Challenging	10	20
Boring	8	16
Routine	10	20
Tough	7	14
Total	50	100



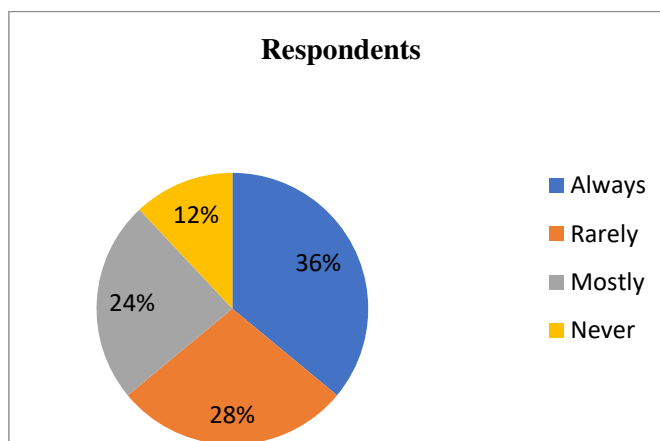
Interpretation:

From the above table and graph, we can interpret 30% of the respondents feel interesting about their job, 20% of the respondents feel challenging about their job, 16% of the respondents feel bore about their job, 20% of the respondents feel routine about their job, 14% of the respondents feel tough about their job.

7. Are you creative in your job?

- a. Always
- b. Rarely
- c. Mostly
- d. Never

	Respondents	Percentage
Always	18	36
Rarely	14	28
Mostly	12	24
Never	6	12
Total	50	100

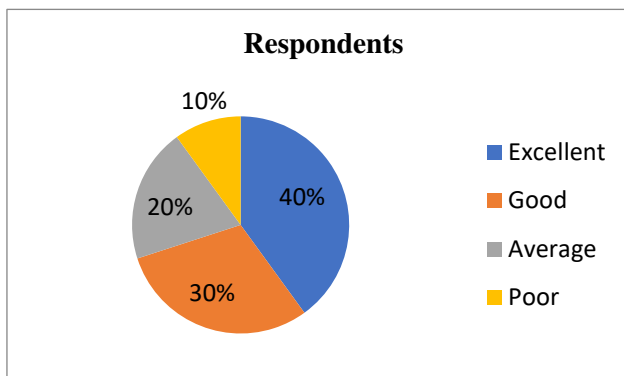


Interpretation:

From the above table and graph, we can interpret 36% of the respondents are always creative on their job, 28% of the respondents are rarely creative on their job, 24% of the respondents are mostly creative on their job, 12% of the respondents are never creative on their job.

8. How do you rate your relation with co-workers?
 a. Excellent b. Goodc.Average d. Poor

	Respondents	Percentage
Excellent	20	40
Good	15	30
Average	10	20
Poor	5	10
Total	50	100

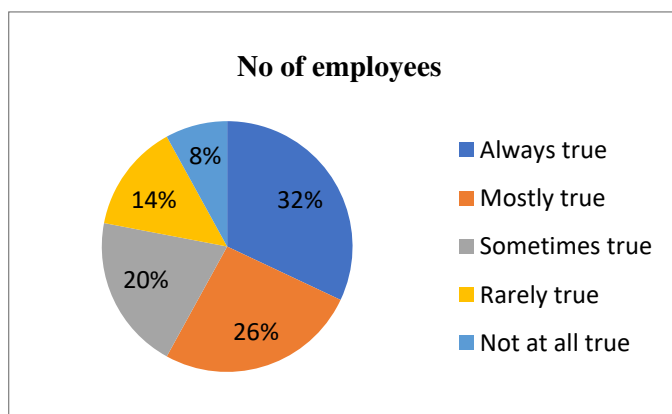


Interpretation:

From the above table and graph, we can interpret,40% of the respondents maintain a excellent relation with co-workers,30% of the respondents maintain a good relation with co-workers,20% of the respondents maintain a average relation with the co-workers, 10% of the respondents maintain a poor relation with the co-workers

9. Is team work encouraged in your company?
 a. Always true b. Mostly true c. sometimes true d. Rarely true e. Not at all true

	No of employees	Percentage
Always true	16	32
Mostly true	13	26
Sometimes true	10	20
Rarely true	7	14
Not at all true	4	8
Total	50	100





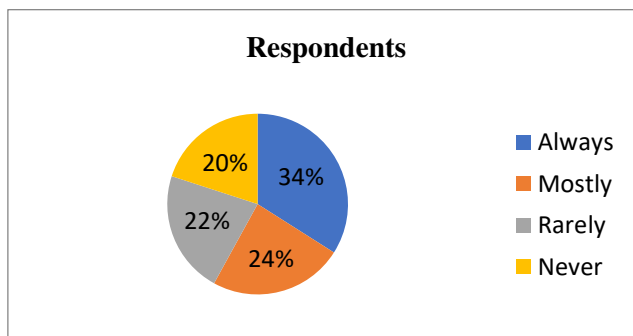
Interpretation:

From the above table and graph, we can interpret ,32% of the employees always encouraging team work in their organization,26% of the employees mostly encourages team work in their organization,20% of the employees sometimes encourages the team work,14% of the employees rarely encourages the team work,8% of the employees not at all accepting the team work.

10. Do you receive recognition when you do a good job?

- a. Always b. Mostly c. Rarely d. never

	Respondents	percentage
Always	17	34
Mostly	12	24
Rarely	11	22
Never	10	20
Total	50	100



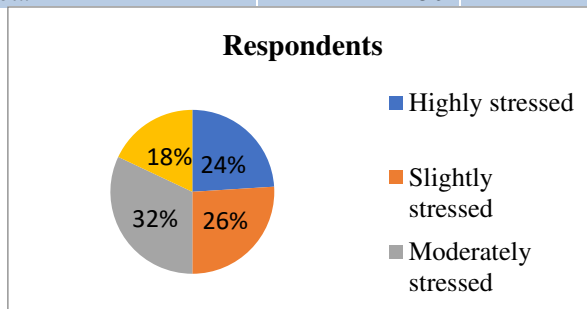
Interpretation:

From the above table and the graph, we can interpret, 34% of the respondents said that always they receive recognition when they do a good job,24% of the respondents said that mostly they receive the recognition when they do a good job,22% of the respondents said that rarely they receive recognition when they do a good job,20% of the respondents said that never receive recognition when they do a good job.

11. How do you feel about your job when a change is suggested?

- a. Highly stressed b. Slightly stressedc.Moderately stressed d. Not at all stressed

	Respondents	Percentage
Highly stressed	12	24
Slightly stressed	13	26
Moderately stressed	16	32
Not at all stressed	9	18
Total	50	100



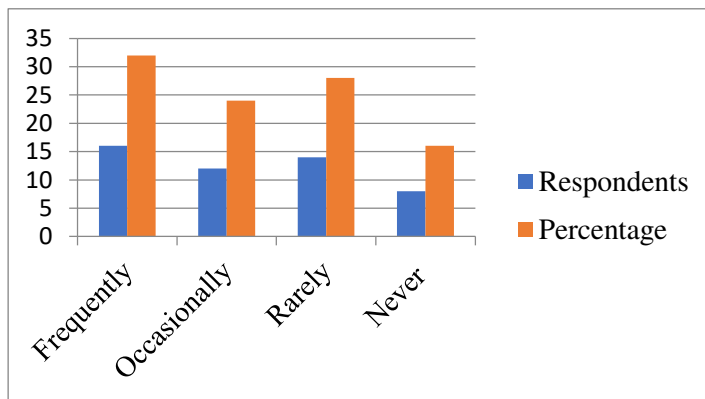
Interpretation:

From the above table and graph, we can interpret,24 % of the respondents feel highly stressed when a change is suggested in the organization,26% of the respondents feel slightly stressed when a change is suggested in the organization,32% of the respondents feel moderately stressed when a change is suggested in the organization, 18% of the respondents feel not at all stressed when a change is suggested in the organization

12. How often you receive feedback about your job performance?

- a. Frequently b. Occasionally c. Rarely d. Never

	Respondents	Percentage
Frequently	16	32
Occasionally	12	24
Rarely	14	28
Never	8	16
Total	50	100



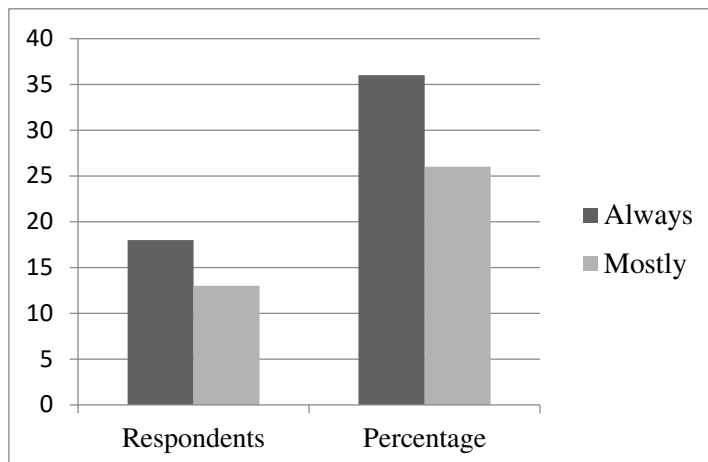
Interpretation:

From the above table and graph, we can interpret, 32% of the respondents frequently receive feedback about their job performance,24% of the respondents occasionally receive feedback about their job performance,28% of the respondents rarely receive feedback about their job performance,16% of the respondents never receive feedback about their job performance.

13. Does your company offer career growth opportunities?

- a. Yes b. No

	Respondents	Percentage
Yes	24	48
No	26	52
Total	50	100



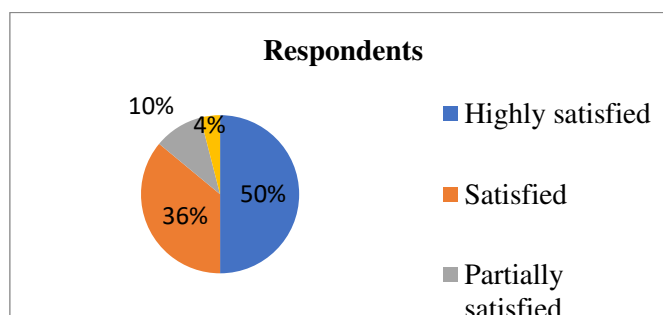
Interpretation:

From the above table and graph, we can interpret,48% of the respondents said that their company offers career opportunities,52% of the respondents said that their company will not offer any career opportunities.

14.Are you satisfied with the opportunities for your development in the company?

- a. Highly satisfied
- b.Satisfied
- c.partially satisfied
- d.Dissatisfied

Column1	Respondents	Percentage
Highly satisfied	25	50
Satisfied	18	36
Partially satisfied	5	10
Dissatisfied	2	4
Total	50	100



Interpretation:

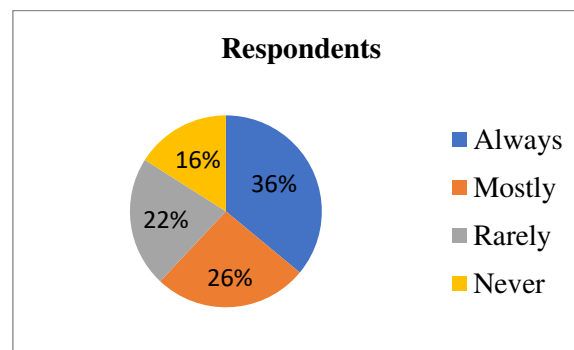
From the table and graph we can interpret,50% of the respondents said that they are highly satisfied with the opportunities for their development in the company,36% of the respondents said that they are satisfied with the opportunities for their development in the company,10% of the respondents said that they are partially satisfied with the opportunities for their development in the company,4% of the respondents said that they are dissatisfied with the opportunities for their development in the company.

15. The organization creates awareness on the existence of a career plan on regular basis.

- a. Always
- b. Mostly
- c. Rarely
- d. Never

Column1	Respondents	Percentage
Always	18	36

Mostly	13	26
Rarely	11	22
Never	8	16
Total	50	100



Interpretation:

From the above table and graph we can interpret, 36% of the respondents said that always the organization creates awareness on the existence of a career plan on regular basis, 26% of the respondents said that mostly organization creates awareness on the existence of a career plan on regular basis, 22% of the respondents said that rarely organization creates awareness on the existence of a career plan on the regular basis, 16% of the respondents said that never organization creates awareness on the existence of a career plan on regular basis.

V. FINDINGS

- 70% of the respondents felt that they received the proper training to do their work efficiently.
- 50% of the respondents said that on-the-job training is mostly preferred in their organization.
- 30% of the respondents feel that they are interested in their work.
- 34% of the respondents said that always they receive recognition when they do a good job.
- The respondents said that they frequently receive feedback about their job performance.
- 40% of the respondents felt that they have excellent relation with their co-workers.

5.1 SUGGESTIONS:

- The company should ensure that different types of tasks and levels of responsibility are needed, not just more work in the same task.
- The company should monitor and review the employee progress.
- The company should develop mentorship programs to engage employees.
- The company should create new feedback and evaluation standards to develop their employees.

VI. CONCLUSION

The conclusion that has been derived from the findings and suggestions that has been done with the respondent views and preferences.

Human resource development is a planned systematic approach to the development of the people. HRD uses to develop the constructive mind and overall personality of each and every person in the organization and also develop the capabilities of each individual in relation to his present and expected future roles.

HRD improves teamwork. Employees become more open towards each and other and they also trust each other. In this way the organizational climate also improves a lot.

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