



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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TRAINING AS A TOOL FOR HUMAN RESOURCE DEVELOPMENT: A CASE STUDY OF TATA TELESERVICES LTD., JAMMU (INDIA)

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ABSTRACT

Training is a basic tool for organizational effectiveness. It is the most important function that directly contributes to the development of human resources. Human Resource Systems can be efficiently used in any organization if a proper training is provided to its employees. For the development of Human Resource, the organization should create conditions in which people acquire new knowledge and skills and develop healthy patterns of behavior and styles. Human resource is one of the factors which drive business for competitiveness. Every organization needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees absolute. Some employees may have some previous knowledge of the job while others may entirely be new. Both types of workers will need some kind of training to acquaint them with the job. Training is, thus, primarily given to the individual for improving his performance on his current job. The present study has been conducted to understand the training needs of operational level personnel and to study the existing training programmes for operational level personnel at TATA Teleservices Ltd. (TTSL) JAMMU. This research study also strives to find a gap between the existing training programmes and training needs of the operational level personnel. The research paper also study the relationship between Training provided by the organization and Job satisfaction of the employees; and finally to suggest improvements in the training programmes for operational level personnel. The study revealed that training at TATA Teleservices Limited, Jammu is given top priority by the management. The training needs are identified from the performance appraisal, the annual (technical) training needs assessment and through individual request for training. Many employees are sent for inter-unit visit so that they can learn how various functions are performed in other units. The Human Resource Development department has prepared a manual of personnel policies which is given to all the managers. It is an open document, which is accessible to all employees. Concise manual providing information about salaries and perk is also under preparation. This suggests the need for training in TATA Tele Services. The main recommendations on the basis of the study on training are to develop a training policy in accordance with the business plans of the company, and to make every employee in the organization to work closely with the line managers to determine training needs. All training sponsorship should be entirely need-based and to make it mandatory for every person attending training to give a presentation and submit an action plan on how input from training can be implemented. To make the person accountable for his/her action plan and to conduct periodic reviews to evaluate the progress made by him/her. Thus it helps in succession planning for all strategic roles of the individuals in the organization. Apart from these recommendations a job rotation policy in tune with the business goals of the organization is strongly suggested. This would lead to multiskilling and increase the commitment level of the employees, resulting in better production.

KEYWORDS

Human Resources, Development, Tele services, Managers, Training.

INTRODUCTION

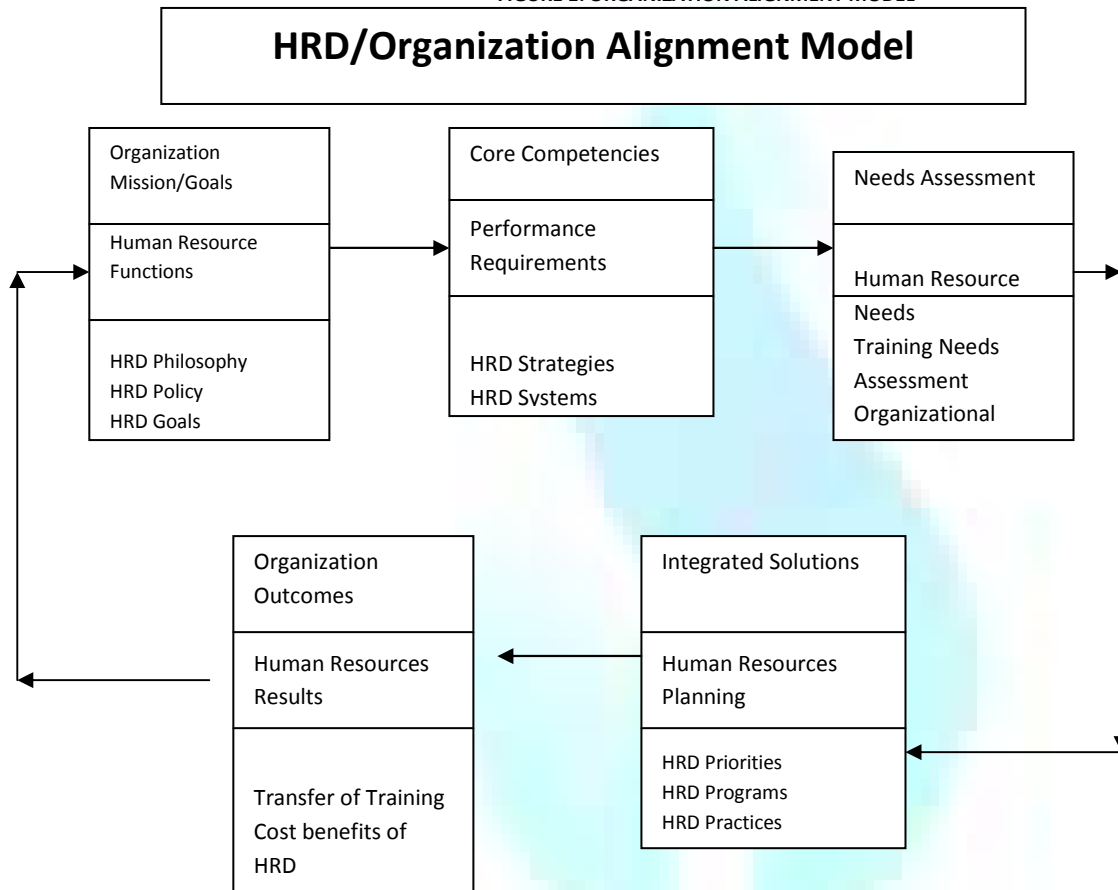
Training is the most important function that directly contributes to the development of human resources. For the development of Human Resource, the organization should create conditions in which people acquire new knowledge and skills and develop healthy patterns of behavior and styles. This is possible through personal guidance as well as institutional training. The technique of training has been a key factor and a major tool used to achieve the objective of Human Resource Development. With the fast changing ways of functioning of every organization and to keep pace with the competitive environment in the universe, time to time training is very important at all their respective levels.

In a business, human resource is one of the factors which derive business for competitiveness. Every organization needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees absolute. Some employees may have some previous knowledge of the job while others may entirely be new. Both types of workers will need some kind of training to acquaint them with the job. Every enterprise requires separate training department to prepare workers for undertaking the job and also keeping them acquainted with latest technological advancement. The literature surveyed supports that Training is a basic tool for organizational effectiveness. It implies that Human Resource Systems can be efficiently used in any organization only if a proper Training is provided. In fact, the effectiveness of Human Resource Systems Management depends on how it is linked to the corporate strategy and how its internal processes are carried on. The concept of Human Resource Systems assumes that human beings are the most valuable asset to the organization and their contribution has to be seen as cardinal to the successful achievement of organizational objectives. This positive view of people working in the organization, as an asset with unlimited potential, is the core concept of Human Resource Systems. Different perspectives exist in a bid to portray Human Resource Systems in respective frames of reference. According to Beer et. al. (1984) Human Resource Management functions include human resource flow (into, through, and out of the organization), reward system, and work systems. Fomburn et. al. (1986) has divided Human Resource Management functions into five categories- selection, performance, performance appraisal, rewards and development. Decenzo and Robbins (2004) have included staffing, training and development, motivation and maintenance in Human Resource Management functions. Also, Human Resource Management Systems of different countries may change and become more similar or even converge towards same model (Rowley et. al., 2004, Boxall and Purcell, 2003). Besides, as Stefan (2007) comments that: "There is a best way of managing and a small change can bring in an incremental change in organizational effectiveness. Thus, suggesting the importance of training.

In this dynamic environment, Human Resource managers have recognized the need to act as business partners to line leaders (Galbraith, 1992, 1994, 1996 Ulrich et al., 1994, Martell & Carroll, 1995, Conner & Ulrich, 1996, Rao, 1986, Rohmetra, 1998). Kessler (1995) suggests complete human resource transformation to attain organizational effectiveness. Similarly, more recent theoretical work highlights the crucial role human resource management might play in augmenting organizational performance. According to the resource-based view, firms can only build up and maintain competitive advantage when they are able to create it

in a way which is demanding for competitors to imitate. Compared to traditional sources of competitive advantage like natural resources, technology or economies of scale, complex social structures such as an employment system are more difficult to imitate and might hence be a key source for creating competitive advantage (Becker and Gerhart, 1996; Miner and Mezas, 1996; Kaplan and Norton, 2001; Yattoo, 2001; Meneguzzo, 2000; Stefan Kuntz, 2007). Macduffie and Krafcik (1992, 1995) studied 70 automotive assembly plants representative 24 companies and 17 countries worldwide. This study indicated that manufacturing facilities with 'learn production system' are much higher in terms of both quality and productivity than those with 'mass production system'. A subsequent study by Huselid and Becker (1997) found that a one standard deviation improvement in Human Resource system index was associated with an increase in shareholder wealth of \$41,000 per employee. Delery and Doty (1996) in a study of nearly 200 banks found that differences in Human Resource practices accounted for large difference in financial performance. Huselid concluded that 'prior empirical work has consistently found that use of effective human resource management practices enhances firm's performance' (Huselid, 1995:640). According to HRD/ Organizational Alignment Model, "Human Resource Management could be seen as a menu of strategic choices to be made by Human Resource executives intended to promote the most effective role behaviors that are consistent with the organization strategy and are aligned with each other."

FIGURE 1: ORGANIZATION ALIGNMENT MODEL



Organization Mission/ Goals	→ Organizational Level Function
Human Resources Function	→ HR Level Function
HRD Philosophy HRD Policy HRD Goals	→ HRD Level Function

Source: Marjorie L. Budd, "U.S. Office of Personnel Management, Training Needs Assessment Handbook: A Guide for conducting a Multilevel Needs Assessment, HRDG Document 024(Washington, DC, 1994)

The Organization Alignment Model as shown in figure 1 is based on a "top-down" approach. This approach facilitates the following outcomes:

- Linkage of HRD to a broader HR and Organization Framework.
- A framework in which to plan and manage agency HRD activities
- Awareness of HRD as a key management tool
- Assessment of the effectiveness of HRD within the context of Organizational effectiveness.

In spite of all this research evidence, as Pfeffer (1998) observes, even in countries like US and the UK, the spread of the practices is not as rapid as one might expect. Research by Ichniowski (1992) has indicated that only 16 per cent of the US business has at least one innovative practice in each of the four major Human Resource Management policy areas: flexible job design, worker training, pay for-performance compensation and employment security. Pfeffer (1998) has identified the following seven practices of successful organization on the basis of his review of various related research studies, his own personal observations and experience. These seven dimensions seem to characterize most if not all of the system – producing profits through people. These dimensions are Employment security, Selective hiring of new personnel, Self-managed teams and decentralization of decision making as the basic principles of organizational design, Comparatively high compensation contingent on organizational performance, Extensive training, Reduced status distinctions and barriers including dress, language office arrangement and wage differences across levels and extensive sharing of financial and performance information throughout the organization.

HUMAN RESOURCE DEVELOPMENT IN TATA TELESERVICES LTD. (TTSL)

Human Resource Development Programme in TATA Teleservices Ltd. (TTSL) formally commenced in the year 1996. Nineties had experienced a relative stagnation as well as structural obsolescence. The nineties however posed different kind of challenges. The first step taken was reorganization of operational offices viz. branch offices on the basis of work reallocation. This gave people at work specific assignments, considerable degree of autonomy, greater sense of participation and an opportunity to grow at work, resulting in involvement, satisfaction and enhanced opportunities in their career. Since then a culture of Human Resource Development has evolved in TSL. The effect of this culture can be well seen in two thousands. Some of the significant features of this organizational development effort carried out in the first half of two thousand were:

- Opportunity to make total performance budget at the primary operating level viz. branch, with the involvement of all the levels.
- Consultative management through Branch Management committee.
- Decentralization of all jobs related to customer service at branch offices making the work integrated and meaningful, and
- Data processing support at branch level giving people a sense of self-reliance and independence. Earlier this was from the controlling divisional offices, the second level operational tier.

In 2010, the TATA Teleservices Limited (TTSL) launched a major exercise of organizational restructuring which led to major decentralization of responsibilities to the branches. Each was recognized as a profit and growth centre. The numbers of position in the branches as well as the level of responsibility in these positions were considerably enhanced. Microprocessors were made available to branches. The new structure provided for consultation processes and joint decision-making in planning and other operations. The new systems include data being generated about the socio-economic conditions of the area under the Branch jurisdiction for planning purposes, developing strategies for operations on the basis of such data. Consequent to the restructuring of work, there is a need to enhance the skills of the personnel to operate the new systems. It is recognized that the organization to successfully adapt to the serious challenges from the complex turbulent environment, needed long-term strategies with regards to the social systems. Aware of the fact, that bureaucratic procedures, narrowly defined jobs and tight supervision can wreak havoc on human motivation and that excellent performance comes when individuals are committed to using full capacities to solve problems, the need is felt to develop strategies that meet the needs for learning, development, belongingness, variety and creativity. The Human Resource Development goals of TATA Teleservices Limited (TTSL) in the revised structure can be listed as:

- To ensure that adequate number of persons with sound background and experience, both as generalists and specialists, are available at different levels, to facilitate enhanced standards of service to customers and help the organization in attaining fast growth.
- To provide human resource policies that are not only fair and just but also perceived as fair and just.
- To provide employees equitable opportunities to move up in the organization on the basis of their performance and ability.
- To ensure that responsibility for result is provided right from the lower levels so that employees can develop a sense of independence and self-confidence.
- To provide employees opportunities for learning new and varied skills thus making the work more satisfying and meaningful.
- To provide opportunities for training and development of employees with special potential.

OBJECTIVES OF THE STUDY

In the backdrop of the literature surveyed, the present study revolves around the following objectives:

1. To understand the training needs of operational level personnel at the TATA Teleservices Ltd. (TTSL) JAMMU.
2. To study the existing training programmes for operational level personnel at TATA Teleservices Ltd. (TTSL) JAMMU.
3. To find a gap between the existing training programmes and training needs of the operational level personnel.
4. To study the relationship between Training provided by the organization and Job satisfaction of the employees
5. To suggest improvements in the training programmes for operational level personnel.

RESEARCH METHODOLOGY

SAMPLE DESIGN

Stratified random sample technique, employees has been applied by first giving numbers to employees and then randomly selecting the sample, the sample size is roughly determined as nearly 30% of the total population (1050) for taking a representative sample (proportionately representative)

Total number of employees at operational level:

Manager	= 90
Executive	= 180
Operational staff	= 360
Total	= 1050

COLLECTION OF DATA

Primary data has been collected from operational level personnel of TATA Teleservices Ltd. (TTSL) Jammu by conducting a well designed interview schedule. Secondary data was collected from the various journals, research papers, internet, TATA Teleservices Ltd. (TTSL) head office reports etc.

OBSERVATIONS

A detailed SWOT Analysis has been conducted at TATA Teleservices Limited, Jammu. The analysis covers the human resource development system, self-renewal system and culture system. The Following Strength and Weaknesses were observed:

HUMAN RESOURCE DEVELOPMENT SYSTEM

STRENGTHS

- The T&D Centre is very well equipped with a good library and other facilities. It is headed by a highly motivated group of individuals. A large number of programmes are conducted and training is considered an important function in the company.
- Manpower requirements are worked out by the department and divisions in advance.

- Recruitment has been made more systematic and uniform through centralization and is carried out by the concerned divisions.
- Top managers have demonstrated their commitment to search talent for the company and allot adequate time for this purpose.
- There is increasing stress on developing internal talent to take on new responsibilities.
- The company's staff ideally is characterized as young in age, energetic, dynamic, and adaptive, and customer sensitive.
- This employee profile is ensured by the recruitment strategies.

WEAKNESSES

The following lacunae were seen in relation to this system:

- The company has not carried out any long-term manpower planning exercise.
- Recruitment is done mainly on the basis of interviews, psychological tests and other devices are not used.
- Career planning and succession planning have not been given the much needed attention

SELF-RENEWAL SYSTEM**STRENGTHS**

The company has demonstrated its commitment to the development of the self-renewal function by sending a large number of employees to programmes conducted by the Indian Society for Applied Behavioral Sciences (ISABS). Periodical surveys on organizational culture and climate have also been undertaken.

WEAKNESSES

The following weaknesses were identified:

- No work has been done on organisational development (OD) although the company recomposed teams for it.
- The results of surveys done so far have not been used for designing relevant interventions.
- Attention has not been given to the development of OD competencies of the human resource development (HRD) staff.

CULTURE SYSTEM

The company has a healthy culture and a developmental climate.

STRENGTHS

The company has a high level of trust and openness, family spirit, learning culture, quality service orientation, excellent crisis management, emphasis on initiative and creativity.

WEAKNESSES

The following are the weaknesses of the Culture System at TATA Teleservices Limited, Jammu:

- Low internal cooperation and collaboration
- Very low empowerment of the staff
- Inadequate reward system
- Inadequate dissemination and differing interpretation of personnel policies thought they are intrinsically sound.

DATA ANALYSIS AND INTERPRETATION

The data collected has been analyzed by simple descriptive analysis and application of multiple correlations and multiple regressions with respect to training and job satisfaction parameters.

TABLE 1: DESCRIPTIVE STATISTICS FOR TRAINING

S.NO.	VARIABLES	MEAN VALUE
1	Training programmes helps in Individual development.	4
2	Induction training is given adequate importance.	2.93
3	Induction training is periodically evaluated and implemented.	3.0925
4	Employees are helped to acquire technical knowledge and skills through training.	3.2975
5	There is an adequate emphasis on the developing managerial capabilities of management staff through training in human skills.	2.61
6	Human relation competencies are adequately developing this organization through training in human skills.	3.4425
7	Training of worker is given due importance in this programmes.	3.4525
8	Those who are sponsored for training programmes take the training they need.	3.325
9	Employee is responsible for training programmes on the basis of carefully identified development needs.	2.87
10	Employee in this organization participates in determining the training they need.	2.04
11	Employees sponsored for training go with a clear understanding of the knowledge and skills they expected to acquire from training.	2.955
12	The human resource development department conduct briefing and debriefing session for employee sponsored for training	2.8175
13	In-company programs are handled by competent faculty.	2.9075
14	The quality of in-company programmes in this organization is excellent.	2.4075
15	Senior line manager are eager to help their juniors develop through training.	2.15
16	Employees returning from training are given adequate free time to reflect and plan improvement in the organization	1.78
17	Line manager provide the right kind of climate to implement new ideas and methods acquired by their junior through training.	1.9275
18	Line manager in this organization utilize and benefit from training programme.	2.605
19	External training programmes are carefully chosen after collecting enough information about their quality and suitability.	2.3975
20	There is a designed and widely shared training policy in the company.	2.4525

TABLE 2: DESCRIPTIVE STATISTICS OF JOB SATISFACTION

S.NO.	VARIABLES	MEAN VALUE
1	My job is appreciated.	2.26
2	I am provided with all resources to perform	1.9475
3	The working conditions are good and safe.	1.825
4	I feel stress in my work.	2.74
5	I like my job.	1.975
6	I am recognized as individuals.	1.9
7	I get support and team work from other department in the company.	0.075
8	I understand the company's objective and try to achieve the same.	3.0475
9	The mission/purpose of the company makes me feel that my job is important.	2.1075
10	The department formed with clear-cut goal/tasks to be achieved by the team member.	3.315
11	The reporting structure is very easy and clear between my supervisor and me.	3.79
12	My senior clearly defines my job responsibilities.	1.23
13	My senior communicates to me the areas of improvement in my job.	1.23
14	My senior is objective, in terms of tasks assigned and outcomes observed, while evaluating my feedback.	2.6025
15	My senior, or colleagues at work, seems to care about me as a person.	2.57
16	The company makes efforts to identify my strengths and weaknesses.	3.03
17	The organization views its employees as assets.	2.18
18	I get an opportunity to do innovative things at work.	1.9125
19	My views and participation are valued.	1.3875
20	In this organization tasks performed by an individual's assessed with reference to ones experience and expertise	0.5775
21	The organization structure facilitates teamwork, which enhances effective accomplishment of tasks.	2.1825
22	Management has created open and comfortable work environments.	2.89
23	People who are hard working and result oriented are praised and rewarded in this organization.	1.7675
24	The compensation paid in this organization is commensurate to the responsibly shouldered.	0.645
25	The compensation is satisfactorily reviewed from time to time.	2.2
26	The work accomplished teams is periodically evaluated to check its effectiveness.	2.6275
27	In this organization the inter-departmental communication is effective and reliable.	2.335
28	The organization gives adequate paid leave.	2.3875
29	The suffusions scheme provided by the organization helps in motivating employees	0.24
30	The suggestion scheme provided by the organization helps in the welfare of the employees and benefits the organization.	1.935
31	I am satisfied with the gratuity policy adopted by the company	1.135
32	Management is flexible and understands the importance of balancing my work and personal life.	1.945
33	I feel secure about my job.	2.31
34	My organization shows respect for a diverse range of onions ideas and people.	0.5925
35	I am accountable only to my boss.	1.72
36	Which qualities you like in your senior, please tick the desirable option.	2.2125
37	He/she practice the standards by setting personnel example	2.6925
38	He/she communicates effectively, open minded and trust working.	3.91
39	Does not hide any information pertaining to the department or the task I am involved in.	4
40	Makes himself/herself easily assessable to discuss issues pertaining to our job and personal needs	4
41	He/she is a constant source of inspiration to the entire team member	4
42	Please rate the following, as per the preference level where 1is least preferred 4 is most preferred. (Rate from 1 to 4)	4
43	If the company regularly conduct cultural activation.	1.7
44	If the company takes care of employees transportation problem	3.6775
45	If the company contribute towards the employees child education scheme.	3.1875
46	If the company remembers your birthday and anniversary.	1.66
47	I can enjoy my late setting if (please tick the desired one)	1.045
48	It is for the completion of the work.	3.445
49	It provides extra money.	2.2
50	It provides food and snacks	2.15
51	It provides compensation allowance	1.23

TABLE 3: DESCRIPTIVE STATISTICS OF TRAINING AND JOB SATISFACTION STATISTICS

	Training	Job Satisfaction
N Valid	20	51
Missing	31	0
Mean	2.7740	2.2312
Std. Deviation	.57297	1.00720
Variance	.328	1.014
Skewness	.138	.027
Std. Error of Skewness	.512	.333

TABLE 4: CORRELATION BETWEEN TRAINING AND JOB SATISFACTION

Significance value of 0.656 as shown in the Table No. 4 shows a high correlation between the training given to the employees and their level of job satisfaction.

CORRELATIONS

		trg	js
trg	Pearson Correlation	1	.656**
	Sig. (2-tailed)		.000
	N	400	400
js	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.000	
	N	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

MULTIPLE CORRELATIONS

Further the analysis has been done by applying Multiple Correlation between the various factors of Training Questionnaire identified as:

- Factor 1: Importance of Training for Individual development,
- Factor 2: Skills impartment through training,
- Factor 3: Importance of Training Need Analysis
- Factor 4: Conduction of Training Programmes
- Factor5: Implementation of Training

TABLE 5: FACTORS

Factor 1	Importance of Training for Individual Development
1	Training programmes helps in Individual development
2	Induction training is given adequate importance
3	Induction training is periodically evaluated and implemented
Factor 2	Skills Impartment Through Training
1	Employees are helped to acquire technical knowledge and skills through training
2	There is an adequate emphasis on the developing managerial capabilities of management staff through training in human skills
3	Human relation competencies are adequately developing this organization through training in human skills
4	Training of worker is given due importance in this programmes
Factor 3	Importance of Training Need Analysis
1	Those who are sponsored for training programmes take the training they need
2	Employee is responsible for training programmes on the basis of carefully identified development needs
3	Employee in this organization participates in determining the training they need
Factor 4	Conduction of Training Programme
1	Employees sponsored for training go with a clear understanding of the knowledge and skills they expected to acquire from training
2	The human resource development department conduct briefing and debriefing session for employee sponsored for training
3	In-company programs are handled by competent faculty
4	The quality if in-company programmes in this organization is excellent.
5	Senior line manager are eager to help their juniors develop through training
Factor 5	Execution of Training Imparted
1	Employees returning from training are given adequate free time to reflect and plan improvement in the organization
2	Line manager provide the right kind of climate to implement new ideas and methods acquired by their junior through training
3	Line manager in this organization utilize and benefit from training programme
4	External training programmes are carefully chosen after collecting enough information about their quality and suitability
5	There is a designed and widely shared training policy in the company

TABLE 6: CORRELATION STATISTICS

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Importance of Training for Individual Development (F1)	1				
Skills Impartment through Training(F2)	0.697	1			
Importance of Training Need Analysis (F3)	0.29	0.421	1		
Conduction of Training Programmes (F4)	0.35	0.462	0.864	1	
Implementation of Training Imparted (F5)	0.542	0.54	0.783	0.885	1

The results except for the "Implementation of Training Imparted shows a low correlation between the factors that means that these factors are not correlated to each other. The results of multiple regressions have given R² as nearing to 50% of Variance.

REGRESSION BETWEEN TRAINING AND SATISFACTION

The analysis has been further done by applying regression analysis. The results show a significant difference at .01 and .05 level of significance. This shows that training at Tata Tele Services has to be improved in all the factors.

TABLE 8: REGRESSION BETWEEN TRAINING AND SATISFACTION

MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.431	.429	.16643

a. Predictors: (Constant), trg

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.335	1	8.335	300.936	.000 ^a
	Residual	11.024	398	.028		
	Total	19.359	399			

a. Predictors: (Constant), trg

b. Dependent Variable: js

COEFFICIENTS^A

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.479	.048		31.104	.000
	Trg	.293	.017	.656	17.348	.000

a. Dependent Variable: js

MULTIPLE REGRESSIONS

The relationship between Training and Job Satisfaction has been studied by applying multiple regressions. The results show that the skill impartment through training is not of satisfactory level. The rest of the factors are correlated at both .05 and .01 levels of significance. This calls for the development of need based training programmes for the managers, executives and the operational staff.

TABLE 9: MULTIPLE REGRESSIONS

MODEL SUMMARY^E

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.448	.16362
2	.685 ^b	.469	.466	.16089
3	.692 ^c	.479	.475	.15965
4	.696 ^d	.485	.480	.15890

a. Predictors: (Constant), f5

b. Predictors: (Constant), f5, f1

c. Predictors: (Constant), f5, f1, f2

d. Predictors: (Constant), f5, f1, f2, f4

e. Dependent Variable: js

ANOVA^e

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.704	1	8.704	325.143	.000 ^a
	Residual	10.655	398	.027		
	Total	19.359	399			
2	Regression	9.082	2	4.541	175.426	.000 ^b
	Residual	10.277	397	.026		
	Total	19.359	399			
3	Regression	9.266	3	3.089	121.180	.000 ^c
	Residual	10.093	396	.025		
	Total	19.359	399			
4	Regression	9.386	4	2.346	92.936	.000 ^d
	Residual	9.973	395	.025		
	Total	19.359	399			

a. Predictors: (Constant), f5

b. Predictors: (Constant), f5, f1

c. Predictors: (Constant), f5, f1, f2

d. Predictors: (Constant), f5, f1, f2, f4

MODEL SUMMARY^E

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.448	.16362
2	.685 ^b	.469	.466	.16089
3	.692 ^c	.479	.475	.15965
4	.696 ^d	.485	.480	.15890

- a. Predictors: (Constant), f5
 b. Predictors: (Constant), f5, f1
 c. Predictors: (Constant), f5, f1, f2
 d. Predictors: (Constant), f5, f1, f2, f4
 e. Dependent Variable: js

CONCLUSION

Every business exists in a given environment, which provides opportunities and challenges. Building organizational capability requires specific and integrated strategy which includes development of a framework for organizational and individual development. This includes the integration of employee relations, compensation and benefits, organizational development, performance management, human resource development, manpower planning and procurement and labor management relation. Every human resource process, tool or technology should leverage talent to realize the organizational vision. Training is primarily given to the individual for improving his performance on his current job.

Training at TATA Teleservices Limited, Jammu is given top priority by the management. A training calendar is prepared every year, the target group, the facility and the duration of training is scheduled in advance. The training needs are identified from the performance appraisal, the annual (technical) training needs assessment and through individual request for training.

TTSL is definitely the leading organization in the Telecommunication Sector. It is spreading its roots to the entire world slowly but steadily. To survive in such tough competition it is required to have upper edge over other sectors. The main recommendations on the basis of the study on training are as follows:

- Develop a training policy in accordance with the business plans of the company, and make to every employee in the organization.
- Work closely with the line managers to determine training needs.
- All training sponsorship should be entirely need-based.
- Make it mandatory for every person attending training to give a presentation and submit an action plan on how input from training can be implemented. Make the person accountable for his/her action plan and conduct periodic reviews to evaluate the progress made.
- Identification of broad career path for employees.
- Providing career-related information.
- Career counseling.
- Succession planning for all strategic roles.

Apart from these recommendations a job rotation policy in tune with the business goals of the organization is strongly suggested. This would lead to multiskilling and increase the commitment level of the employees, resulting in better production. It is observed that delegation is propagated by all top-level managers in the company; there are 30 different types of meetings conducted in the company, which are meant to serve as participant forums. Also, many employees are sent for inter-unit visit so that they can learn how various functions are performed in other units. The Human Resource Development department has prepared a manual of personnel policies which is given to all the managers. It is an open document, which is accessible to all employees. Concise manual providing information about salaries and perk is also under preparation. This suggests the need for training in TATA Tele Services.

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