



A study on HRD system in public enterprises in India: An analysis

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Abstract

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on. For this purpose the organization must have separate department called HRD, which will all the times strive to manage and develop the human resource in organization. HRD is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (superior and subordinate), teams and the total organization to achieve organizational goals. It maximizes the congruence between the individual and organizational goals of manpower and develops an organizational culture in which superior- subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well - being, motivation and pride of employees. To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices.

Keywords: human resources development, public enterprises, human resource policies, procedures

Introduction

Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals. Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Thus, Human Resource Development is the integrated use of training, organizational development, and career development efforts to improve individual, group and organizational effectiveness.

Human Resources Development is a process in which the employees of an organization are continuously helped in a planned way to: (1) acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles; (2) develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and or organizational development purposes and develop an organization culture where superior – subordinate relationships, team work and collaboration among different subunits are strong, and contribute to the organizational health, dynamism and pride of employees.

Human Resource Development Managers and Line Managers have shared accountability for development of people for business results. Implementation of human resource development will certainly call for constructive participation of all. Human Resource Development, to be effective in the long run, must be spearheaded by those espouse a developmental ideology that is humanistic: those who have faith in the human beings; those who believe in the intrinsic worth of human; those who are urged by an inner fire to help

and guide others to grow; those who derive happiness from seeing others scale the ladder of the latter's potentialities. Others should keep their hands off human resource development and content themselves with training and management of human resources. Everybody can and must be the "target" of human resource development. Human resource development people appear to be on the verge of extinction in these days of speeding materialism and individualism. Nevertheless, few and vanishing as they are, these are the people who should be entrusted with the responsibility of human resource development irrespective of their functional status or affiliation. Success of HRD Practices, can be reviewed and customized only through the studies on employees' perception and attitude towards their working environment.

The reaction of employees' are determined by attitude and perception development by the employees' with in themselves. The attitude and perception have a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and wants of the employees which would be the outcome of their enthusiasm shown by them towards their work accomplishment. The researcher focuses his study on the perception and attitude of the employees towards Human Resources Development System and practices of Indian Public Enterprises.

Review of Literature

Rebecca R. Kehore and Patrick. M. Wright (2010) a study conducted on the Impact of High Performance HR Practices on Employees' Attitudes and Behaviors -the study indicates that employees' perceptions of high-performance towards HR

practice. The discussion reviews the implications of these results and suggests future directions for research in this vein. Jennifer L. Schultz, Metropolitan State University and Jeanne L. Higbee, University of Minnesota 2010 in their study on An Exploration of Theoretical Foundations for Working Mothers' Formal Workplace Social Networks: This paper presents a multidisciplinary integrative exploratory review of possible theoretical foundations for working mothers' formal workplace social networks.

Gilad Chen and Richard J Klimoshi (2007) Management and Organization Department, Robert H. Smith School of Business, University of Maryland, College Park, USA: in their study on Training and development of human resources at work: Is the state of our science strong? The purpose of this study is to discuss progress and gaps in the scientific training and development literature. In particular, we first delineate three criteria against which scientific progress in Human Resource Development fields can be evaluated.

Nancy E. Waldec and Zachary M. Leffakis (2005) conducted a study relating to HR Perceptions and the provision of workforce training in an Advanced manufacturing technologies (AMTs) environment: the study indicates that the perceptions of HR managers regarding technology-driven workforce need to explain a large portion of the variance for both individual and process development activities.

Objectives of the study

The study is conducted with the following objectives:

1. To examine the HRD practices followed in Public Enterprises in India.
2. To study the perception of employees towards the HRD practices in Indian Public Enterprises, and
3. To offer suggestions and recommendations for successful implementation of HRD practices in Indian Public Enterprises.

Hypotheses of the Study

1. There is no significant difference in implications of HRD Practices among the employees.
2. There is no significant difference in the employees' perception towards HRD Practices among the employees.

Research Methodology

The total manpower of the select Public Sector Unit consists of 2795 employees and they are broadly classified into two categories namely Managerial including Supervisors and Workers including others (Contract Bases).

1. Employees who come under Managerial/ Supervisory grade are as follows:
Managerial: 16 Supervisory: 227
2. Workers including Others (Contract bases) category of employees includes the following:

Operator	Machine Operator
Technician	Punch Verifier Operator
Store Keeper	Assistant Chemist
Draughtsman	Helpers

Workers (Permanent) cadre of employees is only taken for the study.

Table 1

Classification of Employees	Total No of Workers
Skilled	1974
Unskilled	156
Others (Contract Bases)	422
Total	2552

The study is conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data.

Pilot Study

A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 60 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. Based on the pilot study, the questionnaire is modified suitably to elicit response from the sample group.

Sampling Size and Design

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of Permanent Workers Cadre in PSU is 2130 employees. Totally 700 Questionnaires are distributed and 402 are collected, out of which 400 completed questionnaires are found usable.

Questionnaire Design

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the all crucial HRD elements: Implications of Employees towards HRD Practices, Perception of Employees towards HRD Practices, Employees Attitude towards HRD Practices, Inter-Personal Relationship, Salary Structure Working Environment and Employees Development and Training. The first part of the Questionnaire comprises Demographic factors with optional questions. The second part includes statements relating to HRD Objectives, HRD Needs and HRD climate with Likert's 5 point scale. The Third part consists of statements about impact of HRD climate in the organization in the form of impact on individuals and organization. Some optional questions are included along with rating questions.

Scaling Technique in the Questionnaire

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of PSU in the 5 point scale, which ranges as follows:
5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

Secondary Data

The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Frame work of data analysis

The sources of data are primary as well as secondary. The data collected from Employees survey constitute primary source and information gathered through books, journals, magazines, reports and dailies consist of secondary source. The data collected from both the sources are scrutinized, edited and tabulated. The data are analyzed using Statistical Package for Social Science (SPSS) and other computer packages. The

following statistical tools are used in the study:

1. Measures of Central tendency and Measures of Dispersion.
2. Parametric paired and one sample t-test.
3. One-way Analysis of Variance.
4. Factor analysis.
5. Cluster analysis.
6. Correlation analysis
7. Non-parametric chi-square analysis.

Results and discussion

The implications of HRD practices

The implications of HRD practices are analyzed with the help of one sample statistics.

Table 2: One-Sample Statistics for the Implications of HRD practices

	N	Mean	Std. Deviation	Std. Error Mean
HRD created the atmosphere of trust and openness.	400	4.0263	.87087	.03914
Employees potential are canalized and utilized properly.	400	3.8808	.82222	.03696
Employees are made to learn through their career.	400	3.8162	.84685	.03806
Frequent training program are organized by the management.	400	3.7596	.79011	.03551
Suggestions of employees are playing vital role in the key decisions of the organizations.	400	3.8263	2.04754	.09203
Promotion policy is refined and well cultured.	400	3.8990	1.25410	.05637
Inter personal relations are increased after the introduction of HRD.	400	3.5596	.96915	.04356
Knowledge of the employees increased considerably.	400	3.8364	.79440	.03571
HRD helps in increasing individual efficiency of the employees.	400	3.7737	.82553	.03710

It is ascertained from the above table that all the mean values are greater than 3 in ranging from 3.55 to 4.02 with their respective standard deviation it is observed that the standard deviation of all the variables are strictly less than 1, this implies the uniformity of the opinions of PSU employees. But

the standard deviation of the variables consisting of promotion policy and acceptance of suggestions of employees are found more than 1, so the PSU employees widely oscillate in their opinion about the above variables.

Table 3: One-Sample Test for the implications of HRD practices

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	26.218	399	.000	1.02626	.9499	1.1032
2	23.834	399	.000	.88081	.8082	.9534
3	21.442	399	.000	.81616	.7414	.8909
4	21.389	399	.000	.75960	.6898	.8294
5	8.978	399	.000	.82626	.6454	1.0071
6	15.949	399	.000	.89899	.7882	1.0097
7	12.847	399	.000	.55960	.4740	.6452
8	23.424	399	.000	.83636	.7662	.9065
9	20.853	399	.000	.77374	.7008	.8466

Table 4: One-Sample Statistics for Employees' Perceptions towards HRD practices

	N	Mean	Std. Deviation	Std. Error Mean
The organization and management policies are acceptable.	400	3.6768	.88199	.03964
Pay and allowances are adequate.	400	3.7899	.93531	.04204
working environment is favorable.	400	3.7919	.79671	.03581
Training and development programmes are enough to update my skill and knowledge.	400	3.8202	.80861	.03634
Grievance redressal mechanism is sound.	400	3.7131	.93651	.04209
Enough opportunities are available to continue in the organisation.	400	3.8707	.86979	.03909
I perceive, the interpersonal relationship in the organization is encouraging to co-operate.	400	3.7111	.96044	.04317

The table shows that all the mean values are greater than 3 in particular ranging from 3.67 to 3.87 with their respective

standard deviation. It is observed that the standard deviation of 7 variables of Organization Development are less than 1

implying the uniformity of the opinion of employees in these 7 variables. But the standard deviation of the variable consist of changes done in favour of employees are found to be more than 1, this connotes that the employees differ enormously in their opinion about the changes in favour of them

Table 5: One-sample test for employees' Perception towards HRD practices in PSU

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	17.072	399	.000	.67677	.5989	.7547
2	18.790	399	.000	.78990	.7073	.8725
3	22.115	399	.000	.79192	.7216	.8623
4	22.568	399	.000	.82020	.7488	.8916
5	16.942	399	.000	.71313	.6304	.7958
6	22.272	399	.000	.87071	.7939	.9475
7	16.473	399	.000	.71111	.6263	.7959

From the above table, it is inferred that the PSU Employees agree with the above 7 variables, as the table confirms that t-test values are significantly greater than the test value 3 at 5% level of significance. Thus PSU Employees perceive that HRD practices creating a favourable climate.

Findings

1. Implications of HRD Practices

The employees have uniform and positive opinion with regard to atmosphere, utilization of employees potentiality, training program, inter-personal relationship, increase in knowledge and efficiency of the employees. As far as promotion policy and accepting employees suggestion, the employees' have negative opinion.

2. Employees Perception towards HRD Practices in PSU

From analysis, it is found that the employees accept the HRD Practices in a wholehearted manner.

Suggestions

1. It is suggested that the HR development of PSU should follow acceptable promotion policy.
2. It is also suggested that the employees are to be given enough opportunities to express their views in the development of the organization.

Social Relevance of the Study

Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees' determine their work efficiency and in turn it influences the development of any organization. If the workers have positive attitude towards an organization, they will work with enthusiasm. It will contribute the increase in productivity and production of any enterprise which will help develop the workers themselves, organization, Government and general public. The study focuses on the importance of perception and attitude and their implication towards the various organs of society.

Scope for further research

Detailed study on the employees' perception and attitude towards HRD practices and its impact on individual and organization, opened the fascinating vistas that could be explored analytically for further research. A separate study may be taken to identify the difficulties encountered in implementing HRD practices needs in the organizations in Indian context. A comparative study is advisable between HRD practices in the public and private sector organization to ascertain various technologies involved in the suitable climate conversion process.

Conclusions

The present study focuses on the identification of the HRD practices, their implications, perception and attitude of the employees towards HRD practices implemented by PSU. Further the study is being carried out with collection of review of literature and relevant information collected from the employees of PSU. On the basis of the results obtained from the study, it is found that the HRD practices followed by PSU have deep impact on workers psychology and motivate the workers towards their job in a commendable manner.

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