



A STUDY ON HUMAN RESOURCE DEVELOPMENT SYSTEM IN PUBLIC SECTOR ORGANIZATION

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Abstract

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.

Key Words: Human Resources, Public Sector, Organization.

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. 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 Railway Wagon Workshop, Guntupalli, Vijayawada.

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 HR practice use at the job group level positively related to all dependent variables and that effective organizational commitment partially mediated the relationship between HR practice perceptions and organizational citizenship behavior and fully mediated the relationship between HR practice perceptions and intent to remain with the organization. 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. Beginning with theoretical overviews of work-life balance, career development, mentoring, psychology, and social capital this paper develops a possible framework rooted in women's psychological developmental theory. The authors conclude that the theoretical frameworks for human resource development (HRD) and human resource management (HRM) do not identify one unified specific framework for research and scholarly investigation of working mothers' formal workplace social networks, while presenting a conceptual model grounded in Gilligan's (1982) principles appears to be a good fit for enhancing the understanding of the phenomenon. 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. We then review examples from the training and development literature that illustrate progress toward meeting each scientific criterion. Finally, we identify several gaps in the literature that require further theory development and empirical research. Although our general assessment of scientific progress in the training and development literature is positive, we also argue that more multilevel research is needed to better

understand how learning is influenced by factors residing at multiple levels of analysis, as well as how learning generalizes to influence practically meaningful outcomes at higher organizational levels. 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.

Need of the Study

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. Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices, taking into account of Railway Wagon Workshop (RWW), Guntupalli, Vijayawada. Thus, the study aims at finding out the perception and attitude of the employees' towards HRD practices of RWW.

Statement of the Problem

RWW is one of the largest manufacturing industries in public sector. The economic environment has posed new challenges as well as opportunities to the manufacturing industries in India. To survive in an intensively competitive market, RWW must measure up to in terms of efficiency- both market related and internal. In addition, one crucial factor that makes a big difference in competitive efficiency of any manufacturing industry is the human resource factor. In order to achieve the competitive efficiency, RWW is duty bound to practice rigorous HRD practices. The study aims at findings out the perception and attitude of the employees in RWW. The perception and attitude of the employees have a greater impact on the success of any organisation. If the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. The attitude and perception of the employees basically depend on the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by HRD practices viz, Recruitment and Selection procedure, Training and Development Compensation methods, General

Working conditions, Amenities available, Perquisites and other facilities provided by the organization. It is found that the previous researchers have concentrated on the job satisfaction of the employees. Hitherto there is no research on the perception and attitude of the employees towards HRD practices in RWW. In order to fill this gap the researcher is compelled to study about the perception and attitude of the employees towards HRD practices followed in RWW.

Objectives and hypotheses of the study

Objectives

The study is conducted with the following objectives:

1. To identify the demographic characteristics of employees.
2. To examine the HRD practices followed in RWW.
3. To study the perception of employees towards the HRD practices in RWW.
4. To study the attitude of employees towards the HRD practices i
5. To offer suggestions and recommendations for successful implementation of HRD practices in RWW to create a favorable organizational climate.

Research Methodology

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. The quality of the questionnaire is ascertained and the test showed high reliability. The variables considered for the analysis are satisfying the normal probability distribution. 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 RWW 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 RWW 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.

Results and Discussion

Employees Perceptions Towards Hrd Practices Followed In RWW

The current status in the organization stands witness to the proposition that employees contribute to the growth of the organization has become an indisputable fact leading to several enactments to ensure organizational climate to employees. The organization balances organizational climate and traditional management and works best to achieve the desired results from the employees. The employees are effectively encouraged where it proves that there is a favorable climate for their development. One Sample T-test is applied on 7 variables of employees' Perception towards HRD practices and the following results are obtained.

Table 1,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

Source: Computed Data

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 2, One-sample test for employees' Perception towards HRD practices in RWW

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

Source: Computed Data

From the above table, it is inferred that the RWW 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 RWW Employees perceive that HRD practices creating a favourable climate.

Employees Attitude Towards Hrd Practices

Employees attitude towards HRD practices play a conscious and effective role among RWW employees. To be successful in today's working environment, employees need the knowledge, ideas, energy, and creativity. The HRD practices in RWW are implemented with the hope of building employees' commitment, overcoming worker dissatisfaction, and reducing absenteeism, turnover, poor quality work, and sabotage. The main concern of RWW is on improvement of employees' in the organization. In response to the efforts of RWW management how the employees' feel about them is analyzed with the help of one sample T-test.

In this study employees attitude on HRD practices of RWW employees are identified through 9 variables. One Sample T-test is applied on nine variables of Employees attitude towards HRD practices. This test is performed with the test value 3 and the following results are obtained.

Table 3, One-Sample Statistics for Employees attitude towards HRD on practices

	N	Mean	Std. Deviation	Std. Error Mean
I feel, the nature of work is assigned to me is appropriate.	400	3.9475	.99252	.04461
There is a cordial relationship between the works and the management.	400	3.9515	.94036	.04227
HRD principles and policies are easier to understand and favorable to the employees.	400	3.6424	.97510	.04383
I feel the Pay structure is attractive.	400	3.8364	.80954	.03639
I feel working environment is congenial to work.	400	3.8081	.96996	.04360
I feel enough Training and development opportunities for career development.	400	3.8505	.80602	.03623
The policy of empowerment improves morale among the employees.	400	3.8465	.81773	.03675
I feel there is provision for speedy redressel of grievances.	400	3.6869	.85658	.03850
I feel job satisfaction is attained through HRD measures.	400	3.6889	.98376	.04422

Source: Computed Data

From the above table it is found that all the mean values are greater than 3 in particular ranging from 3.64 to 3.95 with their respective standard deviation it is observed that the standard deviation of these nine variables are strictly less than 1, this implies consistency in the attitudes of employees.

Table 4, One-Sample Test for Employees attitude towards HRD practices followed in RWW

variables	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	21.239	399	.000	.94747	.8598	1.0351
2	22.512	399	.000	.95152	.8685	1.0346
3	14.658	399	.000	.64242	.5563	.7285
4	22.986	399	.000	.83636	.7649	.9079
5	18.535	399	.000	.80808	.7224	.8937
6	23.476	399	.000	.85051	.7793	.9217
7	23.030	399	.000	.84646	.7743	.9187
8	17.840	399	.000	.68687	.6112	.7625
9	15.580	399	.000	.68889	.6020	.7758

Source: Computed Data

From this, it is observed that the employees have positive attitude towards; nature of work, relationship, pay structure, work environment, training, redressal of grievances and job satisfaction.

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 RWW;
From analysis, it is found that the employees accept the HRD Practices in a wholehearted manner.
3. Employees attitude towards HRD Practices in RWW:
From the analysis, it is observed that the employees' have positive attitude towards: nature of work, interpersonal relationship, pay structure, work environment, training, redressal of grievances and job satisfaction.

Suggestions

1. It is suggested that the HR development of RWW 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.
3. The management of RWW should encourage the principle of "Workers Participation in Management.

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 RWW. Further the study is being carried out with collection of review of literature and relevant information collected from the employees of RWW, Vijayawada. On the basis of the results obtained from the study, it is found that the HRD practices followed by RWW have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. It is concluded that the employees have positive attitude towards the HRD practices followed in RWW. They perceive the HRD practice in a positive manner. Besides it has also been found that the perception and attitude of employees' assume paramount importance in the context of present industrial scenario

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