



## INFLUENCE OF DEMOGRAPHIC VARIABLES OF EMPLOYEES AND IMPLICATIONS OF HRD PRACTICES

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### **Abstract**

*Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organisation by developing an appropriate mutual relationship. The problem of integration arises from the fact that organizational interests and individual interests do not automatically coincide. In their drive to fulfill objectives such as growth and profits, organisations normally tend to function in ways that neglect or violate the interests and needs of individuals. Integrating the individual with the organisation, therefore, requires conscious and deliberate organisational and managerial action to bridge the gap. Indian Railways is Lifeline of the Nation's economy. It is quite evident that Railway revenue earnings are largely based on freight traffic. In order to keep Wagons in good fettle to gear up the goods traffic for earning revenues to the Railways, periodical maintenance and over-hauling of this Wagons are very much essential and hence the commissioning of the Wagon Workshop on different Zonal railways took place. Railway Wagon Workshop (RWW) for South Central Railway is located at Guntupalli near Vijayawada. The authors have selected the Railway Wagon Workshop as a sample unit for their study.*

**Key Words:** *HRD, Organization, Demographic Variables.*

### **INTRODUCTION**

Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organisation by developing an appropriate mutual relationship. For individuals to be able to develop a sense of empowerment vis-a-vis the organisation in which they work, strategies have to target not only individual attitudes, skills and behaviours but also the organisational contexts in which they live and work. The ultimate test of the effectiveness of HRD is whether every individual in an organisation feels that he or she is a master rather than a slave, an end in himself rather than merely an instrument in the hands of the organisation. HRD is not a set of techniques but a process of helping people to acquire necessary competencies. It is based on the belief that everybody has a potential and a valuable asset that can be developed in an appropriate environment and support. HRD is the integrated use of training, organisational development, and career development efforts to improve individual, group and organisational effectiveness.

In a larger context HRD refers to empowering the people and enabling them to use their power for development of the organization to which they belong and society at large. It refers to developing pro-activity and capacity to embrace larger issues. Considering the vital importance to human resources, they are now being treated as assets, which are most precious for the survival of the organization. New values are being added. There has been shift from traditional master-slave relationship to the modern trusteeship system (in which employers and employees are considered as partners investing their wealth and labour respectively) and from traditional salary administration to the new Human Resource System (HRS). Human resources being a part of the organization, HRD is a sub system of larger system i.e., the organization. And HRD is the center of HRS and most vital for the organizational advancement. HRD includes both the development of the people and development of the organization.

### **REVIEW OF THE LITERATURE**

Robert T. Rosti Jr and Frank Shipper, (1998) in their study on the impact of training in a management development program based on 360 feedbacks indicated that training programs are infrequently evaluated and

when they are evaluated they often rely on pre-experimental designs and feedback of the Participants. This statement is also true of management development programs based on 360 feedback<sup>1</sup>. A.A. Al Bahar, S.E. Peterson and W.G.K. Taylor (1996) in their research on Managing training and development in Bahrain: the influence of culture examined the influence of national culture on the decision-making behaviour of training managers in Bahrain. Twenty-one such managers were interviewed in order to complete two inventories: one concerned with the training culture and the other concerned with decision criteria used in selecting people for training. Characterized the organizations represented in the sample by reference to two scales of measure<sup>2</sup>. John P. Wilson (2006) in his study on Human Resource Development: learning & training for individuals & organizations indicated that Career development (CD) has long been cited as a core area associated with human resource development (HRD). Despite this explicit connection, few publications focusing on CD are available in general HRD-related literature. This review outlines selected theories, examines selected definitions of CD, and analyzes the aims of career development in relation to HRD<sup>3</sup>. Daniel A. Weissbein, Jason L. Huang, J. Kevin Ford and Aaron M. Schmidt (2010) in their study on Influencing Learning States to Enhance Trainee Motivation and Improve Training Transfer examined a pre training intervention to enhance transfer of training. The learning-state analog of locus of control was the target for intervention designed to impact motivation to learn which in turn would affect knowledge acquisition and the amount of post training practice<sup>4</sup>. Polistena-D'Agosto and Louise (2009) in their analysis on Training program effectiveness: Perceptions of public school board members in Connecticut six conclusions were arrived<sup>5</sup>. Elaine Brown(1998) in their study on How a manufacturing organization selected training as the best means to improve employee performance examined how one manufacturing organization sought to develop its human resource by providing training programs<sup>6</sup>. The findings suggested that the majority of workplace skills or competencies were learned and utilized through informal learning<sup>7</sup>. Kenneth (1991) conducted an investigation into The effects of interpersonal perception skills, value similarity, and human influence skills training on success in integrative problem solving A growing body of literature suggested that an organization will be more effective if its members are able to work cooperatively and successfully manage interpersonal conflict. An important form of cooperative behavior in organizations is integrative problem solving, particularly with respect to negotiations and decision making<sup>8</sup>. Ihejieta-Aharanwa and Clifford O (1990) in their research on Human resource development practitioners' philosophical preferences and their relationships to training determined the human resource development (HRD) practitioners' philosophical preferences and their relationships to training practices in organizations<sup>9</sup>. Staples and Justin Gregory (2010) in their study on The relationships among employee reactions to training, commitment to organizational change, learning, and volunteering behavior explored the relationships between employee reactions to change-related training, commitment to organizational change, learning, and volunteering behavior<sup>10</sup>. Heather C. Kissack and Jamie L. Callahan (2010) in their study on The reciprocal influence of organizational culture and training and development programs: Building the case for a culture analysis within program planning demonstrated that training designers can, and should, account for organizational culture during training needs assessments<sup>11</sup>.

### **OBJECTIVES OF THE STUDY**

1. To be precise, the study has undertaken with the following objectives:
2. To identify the demographic characteristics of employees in select unit,
3. To examine the HRD practices followed in select unit,
4. To make appropriate suggestions and recommendations for successful implementation of HRD practices in RWW to create a favorable organizational climate in order to get effective HRD system in the unit.

### **METHODOLOGY OF THE STUDY**

The study is conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The data collected from the non-supervisory cadre of employees by using well-structured questionnaire constitute the primary data. The information gathered through books, journals, magazines, reports, dailies consists of secondary data. The data collected are scrutinized, edited and tabulated. The data are analyzed using SPSS (Statistical Package for Social Science). 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 in RWW is 2130 employees. Totally 700 Questionnaires are distributed and 402 filled in questionnaire are collected, out of which 400 completed questionnaires are found usable. Hence the exact sample of the study is 400. The following are the Statistical Tools for Analysis

- Parametric paired and One sample t-test.
- One-way Analysis of Variance.
- Factor analysis.
- Cluster analysis.
- Correlation analysis.
- Non-parametric chi-square analysis.

## **DISCUSSIONS AND RESULTS**

The Present Article completely enumerates the demographic variables and its influence over the implications of HRD practices. Uni-variate and multivariate statistical techniques are adopted to anatomically analyse the primary data. The demographic segmentations like age, gender, educational qualifications, total experience and monthly income of the employees are analyzed

### **Age**

Age of the employees in Railway Wagon Workshop (RWW) plays an important role in HRD practices. It acts as an important function in the personal profile of employees in RWW. Commitment to job differs according to the age of the employees. The age classification of employees is as follows: i.e. 20-30 years, 31-40 years, 41-50 years and above 50 years. It is found that out of the total samples, 46.5 percent of employees are between the age group of 20-30 years and 29.25 percent of employees are between the age group of 31-40 years. It is also clear from the above table that 15.5 percent of employees are between the age group of 41-50 years, followed by 8.75 percent which constitutes the employees in the age group of above 50 years. The outcome of this age profile analysis shows that the experienced employees are working in RWW.

### **Gender**

Gender plays a very important role in Human Resource Development practices. In this study sample units execute the following frequency distribution of the gender. It is found that 83 percent of the total sample falls under the category of male and 17 percent under the category of female employees in RWW. The above representation of gender is considered to be fair and adequate in respect of RWW considering the Indian context.

### **Educational Qualifications**

Career of RWW employees is primarily based on the educational qualification. For the present study, the samples are drawn only from non-supervisory cadre. It is found that 35.8 percent of the employees have completed SSLC, 43.5 percent are Diploma holders, 19 percent are ITI qualified and merely 1.7 percent of the employees are Graduates. It is inferred that nearly 50 percent of the employees are qualified up to Technical level. It shows that the employees are capable of handling any type of new environmental challenge.

### **Total Service**

Total service here indicates 'job tenure' of non-supervisory employee's service in the RWW. In this study, the researcher has divided the total service rendered by the employees in RWW into three categories i.e. less than 10 years, 11-20 years, and above 20 years. It is inferred from the data that employees with less than 10 years of service are accounted for 50 percent of the total sample. It is also clear that 31.25 percent of the total sample is represented by the employees with 11-20 years of experience. 18.75 percent by employees are in the category of above 20-years of experience. It is concluded that 50 percent of employees have less than 10 years of experience.

### Monthly Income

The monthly income of the employees of non-supervisory cadre in RWW is divided into four categories i.e. less than Rs.15000, Rs.15001-25000, Rs.25001- 35000 and above Rs.35000. The data explains that out of the total samples taken for the study 40.5 percent of the employees earn income less than Rs.15000 per month, followed by 35.75 percent of the employees earn income between Rs.15001 to Rs.25,000 per month. 11.75 percent of the employees earn between Rs.25,001 to Rs.35,000 per month and 12

### FINDINGS

The study has been presented with the following findings.

- It is found that out of the total samples, 46.5 percent of employees are between the age group of 20-30 years and 29.25 percent of employees are between the age group of 31-40 years. It indicates that maximum number of experienced employees is working in RWW.
- Among the samples selected for the study, 83 percent of male and 17 percent female employees work in RWW. Gender is considered to be fair and adequate in respect of non – supervisory cadre in RWW.
- It is also brought out nearly 50 percent of the employees are technically qualified. It shows that the employees are capable of handling any type of new environmental and technological challenges.
- In RWW 50 percent employees are having less than 10 years of experience and 31.25 percent employees are with 11-20 years of experience. It is concluded that 50 percent of employees have 10 years of experience.
- 40.5 percent of the employees earn income of less than Rs.15000 per month, followed by 35.75 percent of the employees with income level between Rs.15001 to Rs.25,000 per month, The maximum of more than Rs.35,000 per month earned by 12 percent of the employees.

### SUGGESTIONS

1. In RWW the implications of HRD practices derived weak promotional policies. Therefore the implications of HRD practices must be focused to revamp the promotional policies and frame suitable work environment for sharing the employee's opinion optimistically.
2. The analysis revealed the disagreement of knowledge of the employees and increase in the individual efficiency. Therefore RWW must practice rigorous HRD practices to develop knowledge sharing among the employees and their individual skills.
3. The employees in RWW perceived poor nature of work, internal relationship and acceptable policies. Therefore it is suggested that the HRD subsystem must be made to increase the nature of work and interpersonal relationship among the employees. The higher authorities must be magnanimous in accepting the suggestions offered by the employees.
4. The employees do not have positive attitude towards the grievances redressal mechanism. Hence it is suggested that a separate grievance cell department to be set up to solve all the issues pertaining to employees grievances.
5. The transparency and trust and openness towards HRD practices are found moderate in the RWW. Therefore it is better to create organizational environment with transparency among senior, middle and junior cadre employees.
6. The overall Organizational Development in RWW is positive and acceptable to the employees. In order to make it more productive, the organizational set up should evaluate the employee's development programmes periodically in a constructive manner.

### SCOPE FOR FUTURE STUDY

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 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.

## CONCLUSION

On the basis of the results obtained from the study, it is concluded that the HRD practices followed by RWW have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. The RWW is updating its technology in order to cope up with the latest developments that take place in various organizations. R W W is performing various welfare activities keeping in mind the employee's development.

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