

PRACTICES OF HUMAN RESOURCES DEVELOPMENT IN STATE LEVEL PUBLIC SECTOR UNIT IN ANDHRA PRADESH

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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 acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles, 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 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. 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' is determined by attitude and perception development by the employees' within 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 researchers focus their study on the perception and attitude of the employees towards Human Resources Development Practices in State Level Public sector Unit in Andhra Pradesh.

REVIEW OF LITERATURE

The review of the literature has been done in order to assess the extent and quality of Hygienic Canteen facility to employees provided by various organizations in various industries. There have been a number of studies conducted so far in this area. However, a few studies of importance have been presented here.

1. Rizwana Ansari (2011) found out in her study physical environment and employee industrial safety, a remarkable improvement of employee performance.
2. Maja Dijkic (2008) in his study on physical environment an expanded model of job satisfaction concludes with positive correlation.
3. Kudchedkar (2008) differentiates between the labour welfare activities and the personnel functions and gives some suggestions for better working and living standards.
4. Morris (2008) describes industrial history of Bombay and gives the growth of labour force, work regulation, wages, discipline, trade unions and arbitration between 1854-1917 in the Cotton Mills of Bombay.
5. Saxena (2000) gives socio-economic background of workers in the five selected units in Meerut district and discussed promotion policies, training, transfers, welfare measures, bonus, remuneration and the functioning of the trade unions.
6. Narayana Murty (2000) has studied socio- economic profile of the workforce and employee welfare activities in Indian Industrial Organizations.
7. Rebecca R. Kehore and Patrick. M. Wright (2010) a study conducted on the Impact of High Performance HR Practices on Employees' Attitudes and The discussion reviews the implications of these results and suggests future directions for research in this vein.
8. 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 and 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.
9. 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.

10. Gilad Chen and Richard J Klimoshi (2007) Management and Organization Department, Robert H. Smith School of Business, University of Maryland, College Park, USA have studied on Training and development of human resource.t
11. 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.

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 HRD Practices in State Level Public sector Unit in Andhra Pradesh and the study aims at finding out the perception and attitude of the employees' towards HRD practices of in Public Sector Unit (PSU).

Statement of the Problem

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.

Similarly if the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are not satisfied, they will have negative attitude of the employees basically depend 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. In order to fill this gap the researchers/authors are compelled to study about the perception and attitude of the employees towards HRD practices followed in Public Sector Unit.

OBJECTIVES OF THE STUDY

The study is conducted with the following objectives:

1. To know the HRD practices followed in the selected Public Sector Unit,
2. To observe the perception and attitude of employees towards the HRD practices in the selected PSU, and
3. To make appropriate suggestions for successful implementation of HRD practices in the selected PSU in order to create favorable organizational climate.

HYPOTHESES OF THE STUDY**Null Hypothesis**

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

RESEARCH METHODOLOGY AND SELECTION OF THE STUDY**Selection of the Unit**

The Coastal Districts of Andhra Pradesh, India have been deliberately chosen in data collection and also to obtain meaningful insights. Keeping these in view, a State Level Public Sector Unit in Andhra Pradesh, India is selected for the field study.

Sampling Size and Design

The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. By using Pilot Study, the filled up Questionnaires are collected from respondents and Cronbach's Alpha Criterion is 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.

Primary Data

Primary data were collected on the basis of stratified random sample survey of employees. The views of the workers are elicited by way of well-structured Questionnaire, Interviews, Discussions, and Observations.

Secondary Data

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

RESULTS AND DISCUSSIONS**The Implications of HRD Practices in PSU**

The implications of HRD practices are analyzed with the help of one sample statistics. It is ascertained from the computed data 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 employees in PSU. But the standard deviation of the variables consisting of promotion policy and acceptance of suggestions of employees are found more than 1, so the employees widely oscillate in their opinion about the variables.

From the computed data, it is observed that t-test values are significantly greater than the test value 3 at 5% level of significance. Inferring that employees in PSU agree with the assessment of work and future plan appraisal develops their skill. They strongly agree with the identification of talents. The Employees reasonably concur with the opinion about the

periodic evaluation and withstanding future challenges. Thus the Employees believe that the development of their potentiality in the organization is to improve their talents.

Employees Perceptions towards HRD Practices Followed In PSU

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

| Variables | N | Mean | Std. Deviation | Std. Error Mean |
|--|----------|-------------|-----------------------|------------------------|
| Organization /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 programs are enough to update my skill and knowledge. | 400 | 3.8202 | .80861 | .03634 |
| Grievance Redressal System is sound. | 400 | 3.7131 | .93651 | .04209 |
| Opportunities are available to continue in the organization. | 400 | 3.8707 | .86979 | .03909 |
| Interpersonal relationship in the organization is encouraging to co-operate. | 400 | 3.7111 | .96044 | .04317 |

Note: Computed data

The computed data 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 deviations 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 favor of employees are found to be more than 1, this connotes that the employees differ enormously in their opinion about the changes in favor of them.

Employees Attitude towards HRD Practices In PSU

Employees attitude towards HRD practices play a conscious and effective role among employees. To be successful in today's working environment, employees need the knowledge, ideas, energy, and creativity. The HRD practices in PSU 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 PSU is on improvement of employees' in the organization. In response to the efforts of

management how the employees' feel about them is analyzed with the help of one sample T-test.

In this study employee's attitude on HRD practices of employees in PSU 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.

From the computed data, 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.

MAJOR FINDINGS

1. It is found that the employees have uniform and positive opinion with regard to atmosphere, utilization of employees' potentiality, training program, inter-personal relationship, and increase in knowledge and efficiency of the employees. As far as promotion policy and accepting employees suggestion, the employees' have negative opinion.
2. It is found that the employees accept the HRD Practices in a wholehearted manner.
3. 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 in Public Sector Unit.

Testing of Hypothesis

Null Hypotheses 1:

It is rejected. There is significant difference in the implications of HRD Practices among the employees in PSU.

Null Hypotheses 2:

It is rejected. There is significant difference in the employees' attitude towards HRD Practices among the employees in PSU.

SUGGESTIONS

1. It is suggested that the HRD in PSU should follow acceptable promotion policy and should encourage for retraining to cope with the needs of tempo growth of technological changes from time to time.
2. It is also suggested that the Management of PSU should continue HRD practices systematically with Kaizen.
3. It is also suggested management of PSU should encourage the principle of "Workers Participation in Management".

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.

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.

CONCLUSION

The present study focuses on the identification of the HRD practices, their implications, perception and attitude of the employees towards HRD practices implemented by Public Sector Unit in Andhra Pradesh. 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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