



PERCEPTION AND ATTITUDE OF EMPLOYEES TOWARDS HRD PRACTICES IN INDIAN PUBLIC SECTOR ORGANIZATIONS

K. Naga Sundari* **Dr. T. N. Murty **** **Dr. V. Narasimharao*****

*Asst. Professor in Management studies, Maris Stella College, Vijayawada India

**Director, Nimra College of Business Management, Ibrahimpatnam, Vijayawada, India.

***Director of PG Courses, A N R College, Gudivada, India.

Abstract

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.

Key Words: *Human Resources, Talents, Attitude, Perception.*

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.

REVIEW OF THE LITERATURE

Chay Hoon Lee and Norman T. Brood (2003) in their study on Creating value for employees: investment in employee development Int. J. of Human Resource Management, examined the relationships among perceived investment in employees' development (PIED), job satisfaction, organizational commitment and intent to leave. Individual-level analyses from a sample of 405 nurses from two countries indicate that PIED is positively associated with job satisfaction and affective commitment but not with continuance commitment¹. Elena P. Antonacopoulou (2000) has conducted a study on Employee development through self-development in three retail banks. The employee development initiatives in three retail banks are the focus of this paper. The discussion draws on recent empirical findings to examine the motives and expectations that underpin employee development initiatives, and the underlying assumptions which shape how such initiatives are implemented in practice². Tara J. Fenwick (2003) in his article on Professional growth plans: Possibilities and limitations of an organization wide Employee Development strategy indicated that professional growth plans, while not a new approach to employee development, are rarely mandated as standard supervisory practice. This article offers a study of wide scale mandatory implementation of



professional growth plans (PGPs) in Canadian school systems, as an approach to fostering continuous professional learning³ Elwood F. Holton (2006) in their article on New Employee Development conceptualized new employee development by proposing a comprehensive taxonomy of the learning tasks that a new employee must complete (and that organizations should facilitate) to achieve desired levels of performance⁴. Brad Shuck and Karen Wollard (2010) studied about the Employee Development and HRD: A Seminal Review of the Foundations This article explored the development of employee through a historical lens using an integrated literature review to define and situate the concept within the HRD field by systematically reviewing and organizing literature across various disciplines and fields of study. Seminal works on the topic were identified and reviewed to gain an understanding of the topic's development⁵. Bob Calkin (2009) has conducted a study on Personal and professional development for staff development leading to more effective employee development the study indicates the matching your talents and your interests with a field of work and industrial sector that is compatible with your talents and interest⁶.

NEED OF THE STUDY

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. Thus, the study aims at finding out the perception and attitude of the employees' towards HRD practices of Unit.

STATEMENT OF THE PROBLEM

The study aims at findings out the perception and attitude of the employees. The perception and attitude of the employees have a greater impact on the success of any organization. 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.

OBJECTIVES OF THE STUDY

To be precise, the study has undertaken with the following objectives:

1. To examine the HRD practices followed in select unit,
2. To study the perception and attitude of employees towards the HRD practices in Select unit, and
3. 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.

RESEARCH METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study depends on primary and secondary data. A pilot study is conducted to validate the questionnaire and to confirm the feasibility of the study. The value determined is 0.914 proving the reliability of the instrument. 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 the unit. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

DATA ANALYSIS

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.

DISCUSSIONS AND RESULTS

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. 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. 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. 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. 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 programs periodically in a constructive manner. In the employee development of RWW personal growth, performance and the satisfaction level are found moderate. As far as training programs are concerned the RWW evaluates the improvement of employee potential moderately. It is suggested to improve the staff training programs with effective results. The employees have moderate agreement over the redressal mechanism and time for disposal of grievances. It leads to the suggestions of improving the organizational policies towards non-supervisory employees to solve their grievances dynamically.

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. RWW is performing various welfare activities keeping in mind the employee's development. It is also known that the management of RWW is taking strenuous efforts in solving the problems of employees with its own grievances redressal cell. In order to infuse confidence among the employees the management of RWW is constantly involved in various developmental schemes for career development. In addition the RWW is organizing various training programs for its employees from time to time to keep abreast of latest techniques and development. It can be further concluded that the employees have positive attitude towards the HRD practices followed in RWW. They perceive the HRD practice in a positive manner. The perception and attitude of employees assume paramount importance in the context of present industrial scenario.



FINDINGS

- The HRD practices bring about radical changes in the negative attitude of the employees and convert them into systematic productivity oriented. Implications of HRD practices emancipated the outcome in the form of employees' development within the purview of work environment.
- The HRD practices in RWW compelled the employees to venture into the innovative learning process and identify the skills to acquire next higher job. It leads to the productive training process both on the job as well as outside the domain of working environment.
- In RWW there is an increase in the organizational efficiency and productivity, but it does not directly create an impact on the growth of career of the employees.
- Senior employees feel that implication of employees and employees perception are indispensable for good HRD practices. Other relationships are not significant.
- In RWW junior employees perceived the HRD practices as a powerful tool to increase their individual and organizational efficiency.
- There is a significant difference among senior, middle and junior cadre employees over the perceptual differences among the Implications of HRD practices.
- As far as perception of HRD practices in RWW concerned, the employees optimistically perceived the training and development programmes, recognition of employees and grievance redressal mechanism.
- In RWW the junior, middle and senior cadre employees perceive that there is conducive work environment and interpersonal relationship. The employees agreed the presence of monotonous nature of the work, inappropriate pay and allowance and partial management approach.
- The employees in RWW perceived that the HRD practices unleash available opportunities for them and make them in volume to express their individual and organizational efficiency. The employees also perceived optimistic environment with acceptable policies which lead to personal and organizational benefit.
- In RWW the non-supervisory employees are segmented into 3 heterogeneous categories. It is found that 30% of the employees demand the improvement in the management system of RWW. It is further ascertained that 49% of employees are satisfied with policy makers of RWW and 21% are culminated with maximum benefits of RWW.
- The percentage analysis revealed that 41% of senior employees involve themselves in policy decisions and 47% of middle cadre employees like the policy making approach of RWW. It is also found that 53% of junior cadre employees in RWW are meticulous in their work place to learn new things.
- There is a deep association between senior, middle and junior cadre of employees and their perceptual difference over the HRD practices.
- Perception of Employees and their Attitude towards HRD practices are mutually associated. Transparency and the communication are realized as the outcome of Implications of HRD practices in RWW. The communication with trust and openness increased the confidence level of employees and make them to realize their responsibility.
- Perception of Employees towards HRD practices and Organizational Development are enormously congruent in envisaging the HRD sub systems. The employees perceived organizational Development in their close proximity and it can be achieved through HRD practices at junior, middle and senior level employees.



- Perception of employees towards HRD practices and their Development are totally dependent in nature. The perception of employees in RWW is positive and optimistic over the HRD system. They felt that their own development directly depends upon the organizational optimistic environment and fruitful system.
- Perception of Employees towards HRD practices and Training and Development are completely intertwined. The Perception of employees on work environment leads to enthusiastic learning process. This creates the need for innovation Training methods to increase individual and organizational efficiency.
- The employees Perception in the organization is not significant in elevation of career of the employees. The employees perceived that the HRD practices create a collective development in the organization without a particular focus towards employee's career.
- There is a significant difference among senior, middle and junior cadre employees in their perception towards HRD practices. The senior cadre employees perceived that the HRD practices increased their capabilities and middle cadre employees perceived the HRD sub systems make them perfect. Junior cadre employees become highly knowledgeable and acquire skills to acquaint themselves to next higher jobs.
- The employees emanate their attitude towards HRD practices as a factor empowering them at organizational level. They maintain an attitude that the HRD practices create a positive bond of relationship which is suitable to create optimistic work environment.
- The constructive HRD practices and employees attitude in RWW focused on constructive and productive Organizational Development.
- The attitude of the employees in RWW meticulously notices its direct relationship with Employees Development in RWW. They felt that they have developed their potentiality, skills and knowledge and make them ---selves for the suitable elevation.
- The feelings of employees are considered optimistic in RWW. They feel that their grievances are looked into an intensified manner by top officials. They employ dynamic strategies to redress the grievances of the RWW employees.
- Employees strongly agree that their attitude and perception towards the variables of organizational development are positive and acceptable.
- Periodic programmes conducted for employees development, satisfaction of employees regarding the decision of management, organisations realization of future development of employees, training of employees and acceptance of suggestions given by employees are perceived by the employees in a right manner and their attitude towards the above is positive.
- Organizational development is a unique phenomenon and it depends upon the composition of efficient management and collective efforts of employees. It enhances productivity and analogously creates effective elevation to the employees.
- The employees development is one of the goals achieved by the organization through the process of the employees gratification and their prudential notions of development. Their development leans upon periodical evaluation of performance.
- Training and development is one of the subsystems of HRD to enhance the employees potential and skill development. It paves the way to evaluate the strength and weakness and promote them to possess knowledge to acquire next higher job.



- Employees' grievances redressal mechanism requires convenient frame work in the organization. It promotes convenient situation for effective commitment and involvement of the employees.
- In training and development programmes 26% of employees are perfect in the learning process, 54% are perfect in learning and implementation process and 20% of the employees are highly studious in learning the innovative methods.
- It is found that 49% are bibbers, 24.75% are primitive in nature and 26.25 are weak and unenthusiastic in their personal growth.
- There is an association between Senior, Middle and Junior cadre employees with their different Perception and Attitude towards Organisational Development and HRD practices.

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.
7. In the employee development of RWW personal growth, performance and the satisfaction level are found moderate. Therefore it is emphasized on Employee Development process mainly to focus towards personal growth.
8. As far as training programmes are concerned the RWW evaluates the improvement of employee potential moderately. Therefore it is suggested to improve the staff training programmes with effective results.
9. The employees have moderate agreement over the redressal mechanism and time for disposal of grievances. It leads to the suggestions of improving the organizational policies towards non-supervisory employees to solve their grievances dynamically.

CONCLUSION

It can be further concluded that the employees have positive attitude towards the HRD practices followed in RWW. They perceive the HRD practice in a positive manner. The perception and attitude of employees assume paramount importance in the context of present industrial scenario.



REFERENCES

1. Chay Hoon Lee and Norman T. Bruvold *Creating value for employees: Investment in Employee Development* The International Journal of Human Resource Management, Volume 14, Issue 6 September 2003, pp 981 –1000.
2. Elena P.Antonacopoulou, "Employee development through self- development in three retail banks", Personnel Review, 2000 Vol. 29 Iss: 4, pp.491 – 508.
3. Tara J. Fenwick *Professional growth plans: Possibilities and limitations of an organization wide Employee Development strategy* Human Resource Development Quarterly, 2003 Volume 14, Issue 1, pp59–77,.
4. Elwood F.Holton New employee development: A review and reconceptualization Human Resource Development Quarterly 2006 Volume 7, Issue 3, pp 233–252.
5. Brad Shuck, Karen Wollard *Employee Engagement and HRD: A Seminal Review of the Foundations* Human Resource Development Review. Thousand Oaks: Mar 2010. Vol.9, Iss. 1; pg. 89.
6. Bob Calkin *Personal and professional development for staff development leading to more effective Employee Development* Joined: 12th March 2009.
7. Bhatia W.J., Principles and Practices of Personnel Management and Human Resource Management, Edition II, Deep & Deep Publication, 1994.
8. Bhattacharya S.K., Organisational Culture An Indian Perspectives, 1988.
9. Dale S.Beach, Human Resource and Personnel Management,Tata McGraw Hill, Ed.3, 2002.
10. Fisher Schnoenfeldt Shaw, Human Resource Management, All India Publishers, 2001.
11. Forehand G.A. and B.V.H. Gilmer,Environmental Variation in Studies of Organisational Behaviour, 1964.
12. Frederick Merzberg, B.Mausner and B.Synderman,The Motivation to work, John Wiley and Sons, New York,1959.
13. Gupta C.B., Human Resource Management, Sultan Chand and Sons, Ed.V.
14. Maslow, A.H., ATheory of Human Motivation, Psychological Review,1943.
15. Maslow A.H., Motivation and Personality, New York Harper & Row, 1954.
16. Memoria C.B., Personnel Management, Himalaya Pub. House, Bombay,1984.