

## EMPLOYEE PERCEPTION TOWARDS IMPACT OF HRD PRACTICES IN SELECT POWER UNIT IN TELANGANA REGION

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### Abstract

**Introduction:** Human Resources Development is primarily a technique or strategy for achieving integration between the individual employee and the organisation via the development of an acceptable reciprocal relationship.

**Objectives:** 1. To investigate the HRD practises of a certain unit.

To investigate the perspective and attitude of workers towards HRD practises in a particular unit.

**SAMPLING SIZE AND DESIGN:** The actual sample size for the research is 500

**Data Analysis:** From the tables 2,3 and 4 it is found that the HRD subsystems of senior employees explain 55.5 % of variables of the implication of employees ( $R^2 = .555$ ). It is considered to have a significant impact on implication of employees. The regression fit is also highly significant with F-value 28.215. R-values and t-values in the table of coefficients are extremely significant. It suggests that the HRD subsystems of employee development, training and development, and organisational development assisted senior workers in achieving their responsibilities.

**Conclusion:** Lastly, the society consists of employees, management, the government, and the general public. From a societal perspective, the current research is quite relevant. The perceptions and attitudes of workers dictate their job productivity, which in turn affects the growth of any firm.

**Key Words:** Employee Perception, Workers, HRD practices, Management.

### 1.0 Introduction

Managers are concerned with accomplishing organisational objectives via the utilisation of their physical and financial resources and the efforts of their human resources (human capital). With the establishment of the "Ministry of Human Resource Development in the Union Cabinet," the phrase "Human Resources" is highly common in India. According to Leon C. Meggionson, 'human resources' refers to "the complete knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce, in addition to the value, attitude, and beliefs of the people involved."

Human Resources Development is primarily a technique or plan for achieving integration between the individual employee and the organisation by fostering a mutually beneficial relationship. Integration is problematic due to the fact that organisational and individual interests do not always align. Typically, in their pursuit of goals like as expansion and money, organisations behave in ways that disregard or violate the interests and requirements of people. Therefore, integrating the individual into the business needs intentional and purposeful management and organisational activity to bridge the gap.

For individuals to be able to develop a sense of empowerment vis-a-vis the organization in which they work, strategies have to target not only individual attitudes, skills and behavior but also the organizational 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 him rather than merely an instrument in the hands of the organisation.

Human Resource Development (HRD) has been in some form since the beginning of civilization, but a planned and systematic approach to HRD did not arise until the 20th century. HRD refers to a structured learning experience designed to align the organization's requirement for human resources with the individual's desire for professional advancement. It consists of a sequence of learning events aimed to generate behavioural changes in humans so that they attain a desired degree of competence for current and future tasks. HRD is not a collection of tactics, but rather the process of assisting individuals in acquiring the required competences. It is founded on the notion that everyone has a potential and a valuable asset that can be developed with the proper environment and assistance.

Personal growth, professional development, and organisational development all fall under the broad rubric of human resources development (HRD). Each component has a variable relevance depending on the complexity of the operation, the importance of human resources to organisational performance, and a company's emphasis on improving human resources. Through organisational development, new and imaginative solutions to performance challenges were produced by increasing the congruence between the organization's structure, culture, procedures, and strategies in the human resources domain. The ultimate objective of organisational development is to increase the ability of the organisation to self-renew. Since the circumstances are always changing and becoming more demanding, the organisation will be able to continuously reinvent itself.

## **2.0 Objectives**

1. To investigate the HRD practises of a certain unit.
2. To investigate the impression and attitude of workers towards HRD practises in a sample unit.
3. To give pertinent ideas and recommendations for the successful implementation of HRD practises and to foster a favourable organisational environment in order to get an effective HRD system in the sample unit.

## **2.1 HYPOTHESES**

1. There is no major difference amongst workers about the effects of HRD practises.
2. There is a suitable correlation between the influence of HRD practises and employee participation in the selected sample unit.
3. There are no major differences in workers' perspectives on HRD practises.

## **2.2 Methodology**

The research is done utilising both analytical and descriptive methods. The research relies on both primary and secondary data. The main data consist of the data acquired from the non-supervisory cadre of workers utilising a well-structured questionnaire. Secondary data consists of the information obtained through books, journals, periodicals, reports, and newspapers. The acquired data are examined, modified, and tallied. The information is analysed using SPSS (Statistical Package for Social Science).

### 2.3 SAMPLING SIZE AND DESIGN

The main data collection technique is a survey. A well-designed Questionnaire is used to perform the survey. Simple stratified random sampling is used for data collection. Systematically chosen samples are used for the aim of the research. There are two thousand permanent staff at the Ramgundam power plant. There are a total of 800 surveys distributed, 510 completed questionnaires collected, and 500 useable completed questionnaires. Therefore, the precise sample size of the research is 500. Consequently, the Sample size is 23%.

#### SAMPLE JUSTIFICATION

The sample size is justified by the following empirical evidences from statistical domain.

$$\text{Sample size } N = \frac{Z^2 \times P \times Q}{C^2} \text{ (Crammer-Rao 1973)}$$

When Z is the normal variance

P = Probability of Success Q = Probability of failure C = Confidence limit

Applying the value Z = 1.96

$$P = 0.75$$

$$Q = 0.25$$

$$C = 0.05$$

It is obtained that the value is less than 500. It justified the adequate sample size.

### 3. Literature Review

All other organizational resources are reliant on human capital, making it the most important resource. Human capital is the most valuable asset (Nakpodia, 2011). Many social scientists have hypothesised over the years that HRM practises such as hiring employees who are culturally compatible, emphasising behaviour and disposition, and requiring technical skills for the job, as well as performance-based pay and worker strengthening to promote collaboration, can all help an organisation perform better and support its goals more effectively (Mutembei and Ondabu, 2014). Due to industry's rising concern, there are more studies assessing the influence of HRM on an organization's performance (Katou, 2009).

According to the resource-based concept, a business strives to develop a sustained competitive edge that is difficult to copy (Barney, 1995). In such a scenario, human resources become more valuable, since a person's talent or aptitude cannot be simply replicated. In order to make good decisions, every decision maker should have a basic grasp of human resources management (HRM), according to Dessler and Varkkey (2011). A manager's ignorance of the technical elements of managing HRM may result in legal issues or even imprisonment. Mondy et al. (2006) shown in their paper how HR is becoming an increasingly important company segment. He adds that this is occurring because HRM is now seen to be of strategic significance.

According to Dessler and Varkkey (2011), human resource management entails a variety of tasks, such as identifying personnel needs and advertising for positions. Personnel recruiting, training, remuneration, etc. Human resource management (HRM) is defined by Mondy et al. as the process of using employees in order to meet organisational goals. Human Resource Management (HRM) is described by Noe et al. as the policies, processes, and systems that influence employee behaviour, attitudes, and performance (2007). Many scholars feel that HRM (Human Resource Management) focuses on the business's policies, practises, and activities that impact the effectiveness and performance of its staff. The management of human resources has several uses. To mention a few, they include the functions of planning, recruiting, selection, training and development, remuneration, and performance evaluation. Human resource planning is the classification and filling of roles within an organisation (Dessler and Varkkey, 2011). In contrast, the recruiting and selection department is responsible for bringing new personnel into the organisation. (Ongori, 2010). According to Snell and Bohlander (2007), "recruitment is the process of encouraging and evaluating individuals to apply for existing and anticipated job openings," whereas "selection is the process of choosing individuals with

the appropriate qualifications to fill existing and anticipated job openings." While "Training refers to a company's structured effort to facilitate the development of job-related skills" (Noe, 2011). Higher levels of work satisfaction are seen in senior-level management positions than in their younger counterparts, according to Spencer and Byrne (2016). Monga (2015) discovered that remuneration, social association, contact, attitude of superiors, working environment, and collaboration had a bigger influence on the workplace satisfaction of bank workers than training and promotion, honours and compensation, job nature, job safety, morale, and role clarity. According to Wang and Seifert (2017), salary cuts might impact employee morale. In addition, staff performance tends to deteriorate. Therefore, the majority of corporations during a recession choose to lay off employees rather than reduce wages. Deeb (2019) (2019) Employers' attention has changed to comprehend the underlying substance of employee engagement techniques in the modern corporate environment, where workers' needs extend beyond simple compensation. In the modern setting, employees expect to be involved in the organization's operations, i.e., their roles should contribute to and have a stronger impact on the enterprise.

#### 4. Data Analysis

**Table-1**  
**ASSOCIATION BETWEEN IMPLICATIONS OF HRD PRACTICES ON EMPLOYEES PERCEPTION AND ATTITUDE TOWARDS CAREER DEVELOPMENT**

Implications of HRD practices	Career development			Total	Chi-square value	Asymp. Sig. (2-sided)
	Bibbing employees	Primitive employees	Collective employees	1		
Lethargic Employees	58	28	40	126	2.411(a)	0.661
Gregarious Employees	94	48	44	186		
Meticulous Employees	93	48	47	188		
<b>Total</b>	<b>245</b>	<b>124</b>	<b>131</b>	<b>500</b>		

There is no relationship between clusters of Implications for HRD practises and Perception and Attitude towards Career Development.

From the table above, it can be determined that the highest frequencies of the Implications of HRD practises, namely Lethargic Employees, Gregarious Employees, and Meticulous Employees, are associated with the three Career Development clusters, namely Bibbing Employees, Primitive Employees, and Collective Employees. Moreover, chi – square values of 2.411 and P values of .661 are statistically insignificant at the 5% level. Additionally, it demonstrates that the hypothesis is accepted at the 5% level and concludes that there is no correlation between Implications of HRD methods and Career Development. The HRD practices and their effectiveness do not create direct impact on Career Development, Career Planning and Career Elevation of employees in Ramagundam power plant. The main aim of HRD practices is achieved in power unit through the increase in the organizational efficiency and productivity, where as it does not directly create impact over the growth of career of the employees.

**REGRESSION ANALYSIS**

In this case, regression analysis is important for determining the influence of HRD practises on HRD practises' implications. It identifies how the different HRD subsystems anticipate the effects of HRD activities on the workforce.

**Impact of HRD subsystems on the effectiveness of variables among senior employees**

**(i) Impact of HRD practices on implication of employees.**

**Table – 2**  
**Implication of employees' model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745(a)	0.555	0.535	2.9456

**Table – 3**  
**ANOVA (b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	734.438	3	244.813	28.215	.000(a)
	Residual	590.007	68	8.677		
	Total	1324.444	71			

- a) a Predictors: (Constant) ED, TD, OD
- b) b Dependent Variable: IMP – Implication of employees

**Table – 4**  
**Coefficients (a)**

Impact on HRD		Impact on HRD		Impact on HRD	Impact on HRD	Impact on HRD
		B	Std. Error	Beta		
1	(Constant)	12.977	1.079		12.025	0
	ED	1.175	0.292	0.358	4.025	0
	TR	1.234	0.277	0.405	4.458	0
	OD	0.634	0.277	0.207	2.286	0.025

- a. Predictors (constant) ED, TD, OD
- b. Dependent Variable: IMP

From the tables 2,3and 4 it is found that the HRD subsystems of senior employees explain 55.5 % of variables of the implication of employees (R- square = .555). It is considered to have a significant impact on implication of employees. The regression fit is also highly significant with F-value 28.215. In the co-efficient table, R-values and t values are highly significant. It suggests that the HRD subsystems of employee development, training and development, and organisational development assisted senior workers in achieving their responsibilities.

Influence of personal variable, employee implication, employee perception, and employee disposition on the HRD practises of senior personnel.

**Table – 5**  
**Model Summary**

Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	.965(a)	.932	.895	3.31494

- a Predictors: (Constant) PV, IMP, PER, ATT

**Table – 6**  
**ANOVA (b)**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	2250.125	8	281.266	25.596	.000(a)
	Residual	164.833	15	10.989		
	Total	2414.958	23			

a) a Predictors: (Constant PV, IMP, PER, ATT)

b) b Dependent Variable: Implications of HRD practices

The personal factors and three effectiveness variables from Tables 4.25 and 4.26 are used as independent variables, while HRD practises are taken as the dependent variable. The Linear Multiple Regression analysis revealed that the above-mentioned independent variables explain 93.2 percent of the variation in HRD practices for senior employees ( $R - \text{square} = .932$ ). The regression constructed is highly significant with value  $F = 25.596$

## 5. Conclusion

Lastly, the society consists of employees, management, the government, and the general public. From a societal perspective, the current research is quite relevant. The perspective and attitude of workers govern their job productivity, which in turn affects the growth of any firm. If employees have a favourable view of a company, they will work with vigour. It will contribute to an increase in the productivity and output of any business, which will aid in the development of the employees, the organisation, the government, and the general public.

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