



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY OF HRD PRACTICES IN AUTO COMPONENT COMPANIES IN HARYANA

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ABSTRACT

This paper focuses on the status of HRD practices in Auto Component Industry in India. The paper reviews and describes HRD practices and examines the perception of the employees working in the industry regarding the maturity level of HRD practices. Hence, the main objective of this paper is to review that HRD function is carried out as per the convenience or HRD plays the strategic role in the industry. The first section presents the introduction, objective, research methodology and the hypothesis followed by the data collection, interpretation and analysis in section two. Section three tests the hypothesis. Finally, section four provides suggestions and recommendations.

KEYWORDS

Human Resource, HRD Practices.

INTRODUCTION

Human resources are one of the most important features of many businesses, especially in an economy where there is an increasing shift towards becoming global companies. The skill and cumulative learning of today's workforce assume crucial significance. Every factor of production other than human resource can be duplicated, transferred, altered and improved anywhere in the world but human resource is not transplantable to any company or a nation.

Hence, human resource development becomes the first and important for any commercial or non commercial organization. It is the people working in the organization without which nothing could ever be a resource. Human resource is the only asset which appreciates with time if properly nurtured. The strategic use of human resource differentiates the better run companies with other companies.

Capital or technology is no longer a scarce resource. They can be available in everywhere in the world. The most scarce resource is the employees working the country or the organization. Companies that are leading in any sector are those which are more advanced in maintaining qualified and committed employees. The most important challenge for any business in general in today's world, among all functional area of management is effective management of human resources.

It was 25 years ago that our country witnessed the emergence of a new HRD culture in our country with Prof Uday Pareek and Prof T.V.Rao heading the movement. The activity started as a "Review Exercise of the Performance Appraisal System" for L&T resulted in the development of a new function - The HRD Function.

For the last three decades, management of human resource as a concept and as a profession underwent remarkable changes. From scientific management approach, human relation approach and behavioural science approach to Human Resource Development (HRD) approach. The field of HRD is still at developing stage.

Human Resource Development is an integral part of Human Resource Management. Both are interdependent and have been integrated into one system.

McLean and McLean (2001) have offered the following global definition of HRD after reviewing various definitions across the world:

" Human Resource Development is any process or activity that, either initially or over the longer-term, has the potential to develop adults' work based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately the whole humanity".

OBJECTIVE OF THE STUDY

The study had been carried out with the following main objectives:

To examine the maturity level of HRD practices being followed in selected auto component companies under study and to provide suggestions to improve the quality of HRD in the organization.

RESEARCH METHODOLOGY

The study is completely based on *primary data* collected by the researcher through well designed, structured and comprehensive 5-point likert scale questionnaires developed by the researcher i.e. Employee Opinion Survey. This questionnaire collects the data from the employees working the organization hence the study is based on the employee perceptions.

The *secondary data* would be collected from the various documents relating to reports, external surveys and information from published media if any.

HYPOTHESIS OF THE STUDY

In this study, the researcher has identified the hypotheses that the HRD function is carried out by the organisation as per convenience.

DATA COLLECTION, INTERPRETATION & ANALYSIS

The responses of employees were collected on 9 HRD practices/ mechanisms from 6 manufacturing companies. These nine HRD practices/ mechanism were:

1. Manpower Planning & Recruitment
2. Potential Appraisal & Promotions
3. Career planning & Succession Planning
4. Performance Management System
5. Contextual Analysis

6. Training & Learning
7. Workers Development
8. Feedback & Counseling
9. Organisation Development

The responses received from the questionnaire were shown in the below table. These responses were further processed and analyzed as per the details given in Table 1:-

TABLE 1: MEAN SCORE CALCULATION OF EMPLOYEE OPINION SURVEY DATA

Status of HRD Practices	Scale	Total Responses	Total Score	Mean Score= Total Score/Total Responses => 4890/2023 = 2.42 Highest Possible mean Score-5.00 = 100% Hence 2.42 = 48.34%
	Highly Effective	5	1	
	Somewhat Effective	4	189	
	Effective	3	800	
	Somewhat Ineffective	2	696	
	Highly Ineffective	1	337	
		2023	4890	

Based on the mean calculation below matrix was used for assessment, Table-2:

TABLE-2: HRD MATURITY INDEX

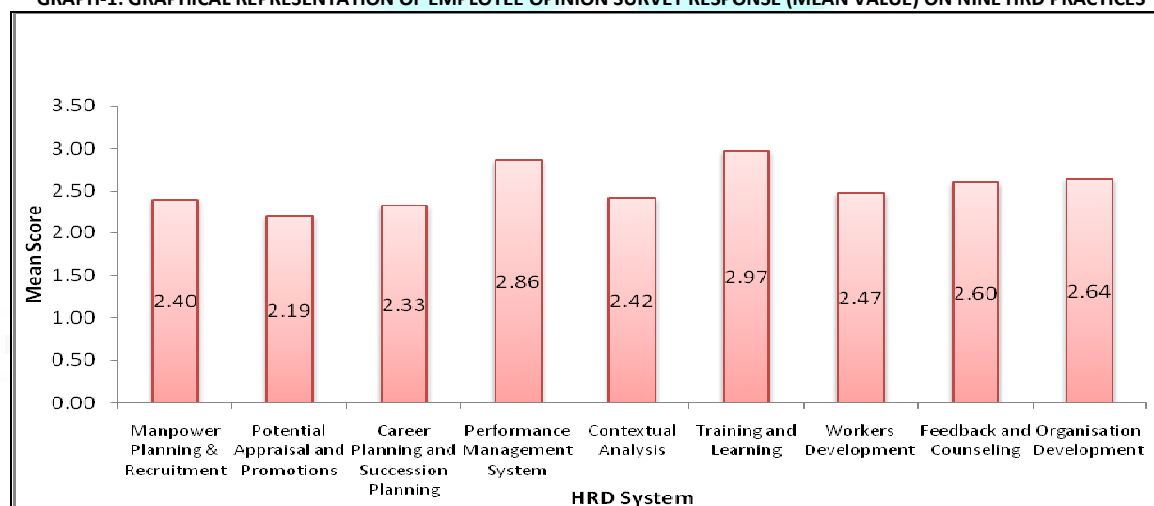
HRD Maturity Index	Mean Value	Maturity Score
Extremely High Level Of System Maturity	Above 4.5	Above 90%
Very High Maturity Level	4-4.5	80-90%
High Maturity Level	3.5-4	70-80%
Moderate High Maturity Level	3-3.5	60-70%
Moderate Maturity Level	2.5-3	50-60%
Moderate Low Maturity Level	2-2.5	40-50%
Low Maturity Level	1.5-2	30-40%
Very Low Maturity Level	1-2	20-30%
Maturity Not At All Present	Below 1	Below 20%

The data of employee's response as collected through employee Opinion Survey had been analysis and presented below IN TABLE-3:

TABLE-3: EMPLOYEE OPINION SURVEY RESPONSE (MEAN VALUE) ON NINE HRD PRACTICES

HRD Practices	Employee Opinion Survey response (Mean Value)	% Value
Manpower Planning & Recruitment	2.40	48%
Potential Appraisal and Promotions	2.19	44%
Career Planning and Succession Planning	2.33	47%
Performance Management System	2.86	57%
Contextual Analysis	2.42	48%
Training and Learning	2.97	59%
Workers Development	2.47	49%
Feedback and Counseling	2.60	52%
Organisation Development	2.64	53%

GRAPH-1: GRAPHICAL REPRESENTATION OF EMPLOYEE OPINION SURVEY RESPONSE (MEAN VALUE) ON NINE HRD PRACTICES



The analysis of employee opinion data in Table revealed the maturity level of HRD practices was at Moderately Low Level between 40-50% except in case of Performance Management System, Training & Learning, feedback & Counseling and Organization Development where the maturity level is at moderate level. Thus hypothesis has been proved and HRD practices in the auto component companies were carried out as per convenience.

HYPOTHESIS TESTING

Though the above analysis had proved the hypotheses yet the researcher had decided to use the Kolmogorov – Smirnov's 'D' test, to test the set Null Hypothesis: H_0 : The HRD function is not carried out by the organisation as per convenience.

TABLE-4: HYPOTHESIS TESTING

Employee Opinion Survey	Observed Number	Observed Proportion	Observed Cumulative Proportion	Null Proportion	Observed Cumulative Proportion	Observed Cumulative Proportion
1	2	3	4	5	6	7
			(3)/2023		2023/ (5*2023)	
Strongly Agreed	5	1	0.00049	0.00049	0.20000	0.19951
Somewhat Agreed	4	189	0.09343	0.09392	0.20000	0.30608
Agreed	3	800	0.39545	0.48937	0.20000	0.11063
Somewhat Disagreed	2	696	0.34404	0.83342	0.20000	-0.03342
Strongly Disagreed	1	337	0.16658	1.00000	0.20000	0.00000
	n	2023			Calculated 'D' Value	0.30608
					Critical 'D' Value	0.03024
Critical 'D' Value = $1.36/\sqrt{2023}$			= $1.36/\sqrt{2023}$		= $1.36/44.9772$	
n= No. of respondents					0.03024	

The employee opinion survey data as shown in table 4 had also been added and it was found that the calculated 'D' value was 0.30608 exceeded the critical 'D' value of 0.03024, the null hypothesis that the HRD function was not carried out by the organisation as per convenience had been rejected hence the HRD function was carried out in the organisation as per convenience.

When the null hypothesis has been rejected, it is proved that the HRD practices in auto component companies are carried out as per the convenience. The HRD department does not play a strategic role in the organisation. Their activities are not linked with the overall objectives of the organisation i.e. they do not contribute directly in achieving the organisational objectives. The HRD department in the company only cares/ supports the other departments for effective and efficient performance in their area of work.

SUGGESTION/ RECOMMENDATIONS

Following recommendation has been given by the researcher to make the HRD more strong and business driven:

Manpower planning and Recruitment

The researcher has recommended that considerable attention need to be given to scientific method of fixing manpower requirements such as cycle time study, time and motion study.

Potential Appraisal and Promotions

Potential appraisal should be given due importance in the organization and promotion should not be only based upon the past performance. The ability and maturity of the person should be assessed for taking up the next higher job.

Career Planning and Succession Planning

The career planning should be done for each and every employee- be it new entrant or the senior level person and should be well communicated to all the employees. The succession planning should be done where ever possible especially for senior level positions and critical positions. The career planning policy, succession planning policy and promotion policy should be linked together.

Performance Management System

The performance management system should be objective in nature and simple to understand and implement. The role of the appraiser, appraisee, HRD department and reviewing officer should be clear. The appraiser and appraisees should be educated about the appraisal system. Every items of the appraisal form should be used for the performance improvements.

Training and Learning

Training policy should be developed and known to all the employees. A planned approach of training in terms of need analysis, faculty selection, organisation of programs and follow up should be used. All training program should be evaluated for effectiveness and to ensure that it will contribute in the achievement of the overall objective/ targets of the organisation.

Workers Development

Workers development should be more focused and needs to be planned and executed by force. Workers development should be made the part of the union agreement. It should be made obligatory for every worker to attend the programs and participate in the development activities.

Feedback and Counseling

Feedback and counseling is found quiet matured in all organisations. The improvement is needed in giving the feedback to the employees. The training programs should be arranged for teaching how to give feedback. HR should go little beyond the line and support the career oriented employees in selecting the best career option for them.

Organisation Development

The organization need to train their HR personnel on initiating and implementing organization development interventions. Just implementing the Kaizen, Quality circle cannot support the organization in handling the future knowledgeable workforce.

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