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HRD ISSUES IN INDIAN PSUs: AN EMPIRICAL STUDY OF HUTTI GOLD MINES COMPANY LIMITED

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ABSTRACT

The significance of HRD can be felt in any organization which tends to grow and prosper along with development of the workforce. In order to maintain the legacy of the PSUs, they must actively participate in the development of its greatest asset called people, so that they can match the standards of the competing time. The company's managerial philosophy generally depends on the top management. The present paper make an attempt to study the problems and difficulties associated with effective implementation of HRD management. The company cannot be developed without the development of its people. People are stressed to be developed in the wake of ever changing business environment and fast changing technology. Further the paper draw the empirical evidences of the HGML and make a systematic attempt to understand the real issues pertaining a back step for HRD management and implementation in the selected sample unit. In the due course of developing people in planned and systematic manner HRD achieved greater significance in Indian organizations over a period of time. The selected sample organization will aim to make use of all potentialities to make an attempt to create a culture of HRD and growth. Further the paper elicits the existing HRD practices in the sample unit by collecting the information from the selected respondents and suggests necessary actions for improving organization. Everyone in the organization should feel responsibility to carry HRD activities on his/her capacities and take it forward to the next level.

KEYWORDS

HRD, Hutti Gold Mines Co. Ltd.

INTRODUCTION

The present scenario of industrial change, economic development, liberalization and privatization and globalization has necessitated organization to be more alert. In the 21st Century, we come across Human Resources field emerging with its importance across the globe. The importance of Human Resources is to be analyzed and studied thoroughly in order to enhance the capabilities of an organization. Hence, the management of an organization always must focus on the strength of its people or manpower to overcome the weaknesses. The Human Resources Development (HRD) looks after overall development of the human resources of an organization. HRD not only focuses on enrichment of human resources but also covers policies, philosophy, procedures and practices relating to management of people within organizations. As people possess emotions, attitudes, feelings, values and beliefs, etc. it becomes very important to assess and develop them.

HRD is a people-oriented concept. It mainly consists of developing the skills, attitudes, knowledge and competencies of people working in an organization. Employees are considered to be the nerves for any organization and it is very important to manage employees efficiently. The workforce is the best ambassador for the organization. Employees carry the image of the organization n portray as a replica of an organization in which they work; as they carry the culture of the organization in them. Thus, every employee is very important to an organization despite of various levels of management. From employer to employee, every employee is held responsible and accountable for the growth of an organization.

The Present business is competitive and requires world class HR, human resources of an organization are strategically prominent to survive the competency around and to give counter attack to the rivals. Hence, it becomes a primary goal for any organization, be it small or big, to keep the employees happy and satisfied. The advent of technology has changed the practices of jobs and work methods, enabling faster execution of work. The mindset of employees has changed now comparing to the traditional ones.

Thus, HRD becomes an important aspect which can trace out the best capabilities hid in the organization. It also helps the organization to transform into a strong and competent entity. Special trainings and refresher courses will enhance the capabilities of the employees and help the organization to combat the challenges. In India, HRD is practiced by both private and public sectors. It consist various activities namely training, performance appraisal, welfare of employees and developing their potentialities.

OBJECTIVES OF THE PRESENT PAPER

The present paper aims to study the problems & difficulties associated with effective management of HRD and its implementation which serves as major obstacle in the selected sample organization. The paper is based on empirical evidences drawn from the selected organization i.e. Hutti Gold Mines Company Limited, which is a Karnataka state public sector undertaking.

METHODOLOGY

The present paper is based on the data elicited from the sample respondents in the selected sample unit. The data has been collected by administering a well defined and structured questionnaire which comprises of both open and close ended questions and direct interactions with officials and employees of the unit. The questionnaire was administered to both cadre of employees i.e. managerial and non managerial positions.

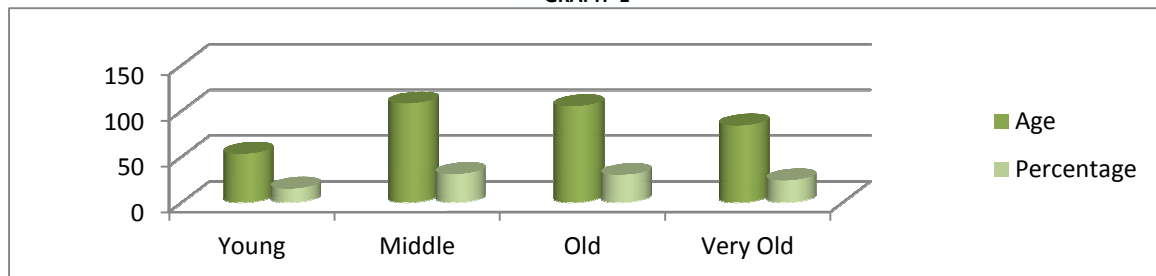
DATA ANALYSIS METHODS AND TECHNIQUES

A properly defined approach is made to analyze and interpret the data elicited from the sample employees in the selected unit. Seven prominent variables are taken into account namely resistance from the employees, resistance from the top management, willingness of the employees to innovate and technological change, proper linkage between qualification and measures used for the HRD, Absence of effective feedback and appraisal system, pressure from the trade unions, negative/ wrong perception of the employees with regard to HRD, are being considered for the recording of the employees views and opinions and pursued impact on the implementation and effectively managing the HRD in the sample unit.

RESULTS**TABLE-1: AGE GROUP OF THE RESPONDENTS**

Categories	Age groups	No. of Respondents	%
Young	20—30	53	15
Middle	31—40	108	31
Old	41—50	105	30
Very old	51—60	84	24
Total		350	100

Source: Field survey

GRAPH -1

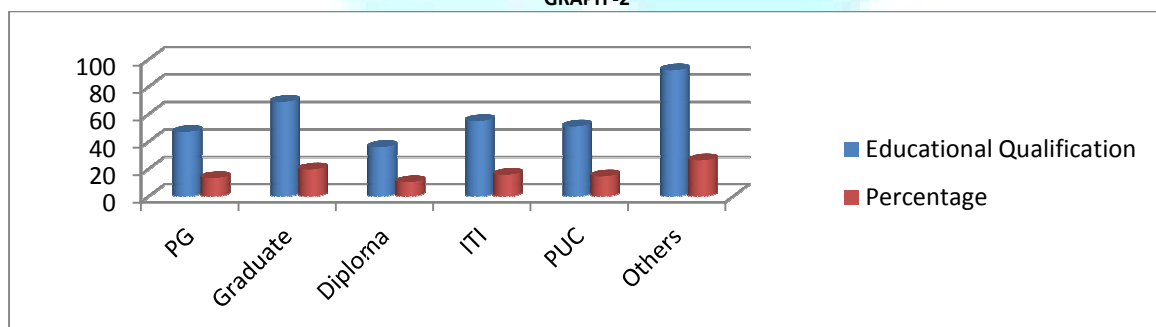
Source: Table-1.

The above table depicts the age of the employees of HGML. The age ranged between 20 years to 60 years of the maximum numbers i.e. 108 respondents were in age group of 31-40 years constituting 31% followed by 30% of respondents were in the age group of 41-50 years. The significant highlight of age group respondents is many of the respondents were above 40 years. The set of employees above the age group of 40 may have positive contribution on HRD provided the firm takes required initiatives.

TABLE-2: EDUCATIONAL QUALIFICATION OF RESPONDENTS

Level of education	No. of Respondents	%
PG	47	13.4
Graduate	69	19.7
Diploma	36	10.3
ITI	55	15.7
PUC	51	14.6
Others	92	26.3
Total	350	100.0

Source: Field survey

GRAPH -2

Source: Table-2.

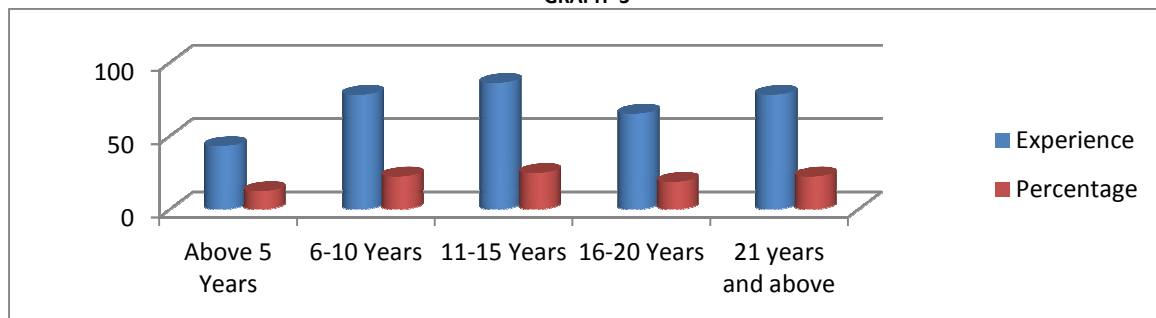
The analysis of table-2 reveals that, the education background of employees is heterogeneous representing 26.3% with general qualification 19.7%, graduates 19.7% with ITI and 14.6% with PUC and 13.4% post graduates as background of educational qualifications. Under such given condition. It is very difficult for the organization to frame an appropriate HRD policy for developing the Human resource. i.e. in the light of diverse educational qualification of the employees.

TABLE-3: EXPERIENCE OF THE RESPONDENTS

Years	No. of Respondents	%
< 5yrs.	43	12.3
6—10yrs	78	22.3
11—15yrs	86	24.6
16—20yrs	65	18.6
21yrs & Above	78	22.3
Total	350	100.0

Source: Field survey

GRAPH - 3



Source: Table-3.

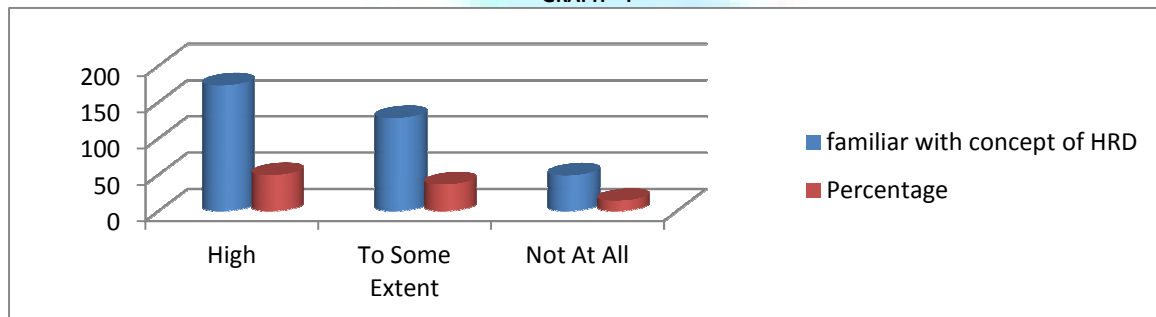
Based on the analysis of table-3, it can be inferred that majority of the employees were having more than 15 years of experience, it is a good strength for the organization and will enable to draw the positive contributions from the employees. It is quite easy also for the firm to develop and adopt effective HRD policies like training and development, for the firm's appraisal etc.

TABLE- 4: RESPONDENTS AWARENESS WITH CONCEPT OF HRD

Familiarity	No. of Respondents	%
High	173	49.4
To some extent	128	36.6
Not at all	49	14.0
Total	350	100.0

Source: Field survey

GRAPH - 4



Source: Table-4.

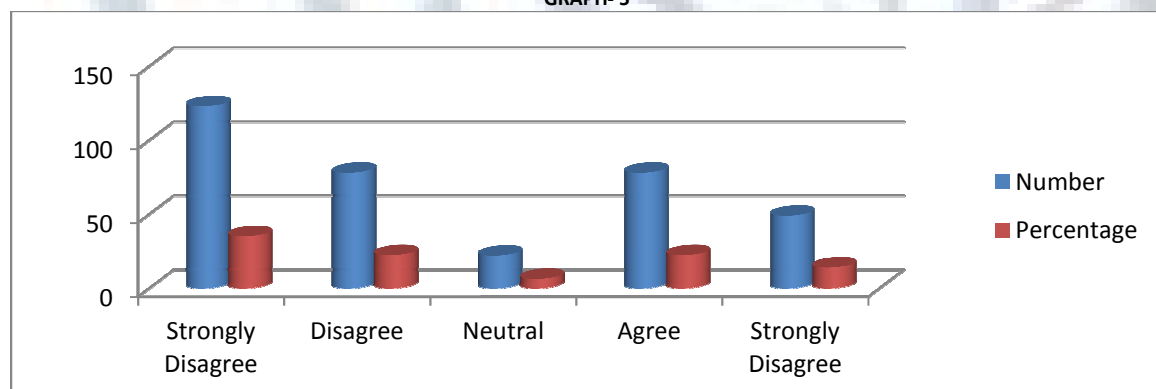
The analysis of the table- 4 shows that, majority of the employees i. e 173 (49.4%) were familiar with concept HRD, followed by (36.6%) of the respondents were familiar with HRD concept and 14% were not aware about HRD concept. For the organization a desired platform is available to launch HRD policies and initiatives since majority of employees are familiar with concept HRD.

TABLE-5: RESISTANCE FROM THE EMPLOYEES

Opinion	No. of Respondents	%
Strongly Disagree	123	35.1
Disagree	78	22.3
Neutral	22	6.3
Agree	78	22.3
Strongly Agree	49	14.0
Total	350	100.0

Source: Field Work

GRAPH- 5



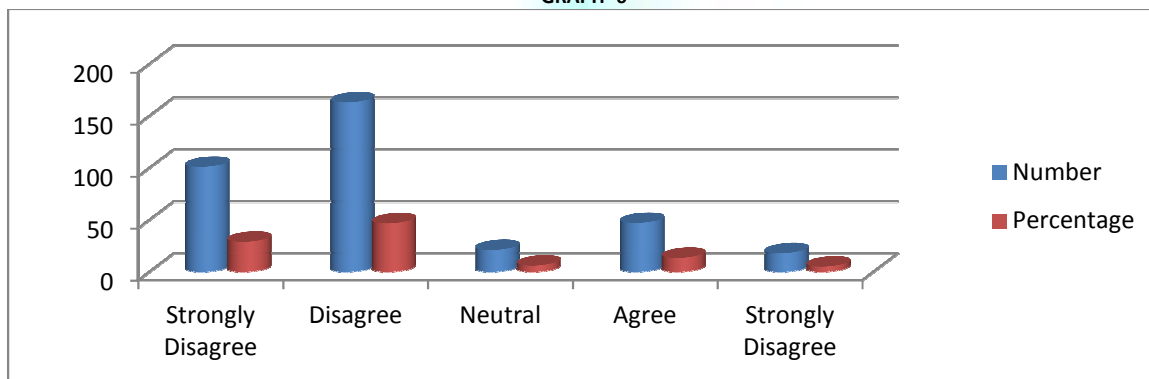
Source: Table – 5

The analysis of the table-5, reveals that majority of the respondents i.e. 201 (57.4%) disagree that employees are resistant in effective management of HRD & problems. Further 127 respondents who accounts for a percentage of (36.2%) agree that employees are resistant to problems and implementation of HRD effectively. 22 respondents who holds a percentage of (6.3%) remains neutral in responding.

TABLE-6: RESISTANCE FROM THE TOP LEVEL MANAGEMENT

Opinion	No. of Respondents	%
Strongly Disagree	101	28.9
Disagree	163	46.6
Neutral	21	6.0
Agree	47	13.4
Strongly Agree	18	5.1
Total	350	100.0

Source: Field Work

GRAPH- 6

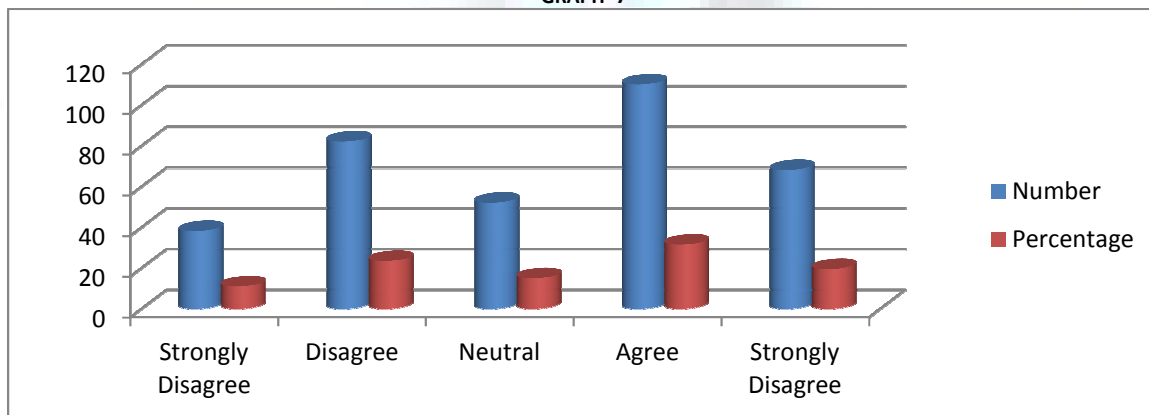
Source: Table – 6

Based on the analysis of the table-6, it can be found that Majority i.e. 264 (75.4%) Disagree with the fact that top management is resistant to HRD and to problems and implementing HRD management effectively. 47 respondents recorded a percentage of 13.4% agree that the top management is resisting employees development and showed negligence to the issues of the employees. Further 18 respondents which counts for a meager percentage of 5.1 strongly agree to the fact that top management is against the HRD and people's problems and fails to address the problems and effective implementation of HRD management.

TABLE-7: LACK OF WILLINGNESS OF EMPLOYEES TO INNOVATION & TECHNOLOGICAL CHANGE

Opinion	No. of Respondents	%
Strongly Disagree	38	10.9
Disagree	82	23.4
Neutral	52	14.9
Agree	110	31.4
Strongly Agree	68	19.4
Total	350	100.0

Source: Field Work

GRAPH- 7

Source: Table – 7

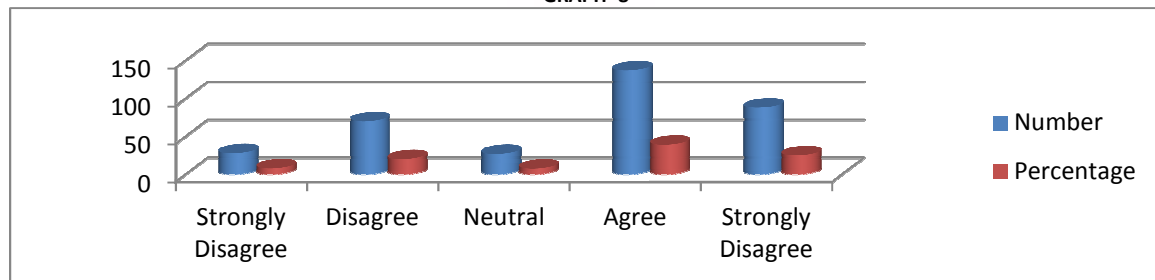
In the table-7, an attempt is being made to ascertain that how the employees adjust to problems of innovation and changing technology at the work place. In the sample unit it is observed that majority of the respondent's i.e. 178 (50.8%) agree that employees lack to innovate and change in technology; this is negative on part of the selected sample organization. The organization has to make efforts to change the mindset of the employees so that they can take active steps to innovate and cope with ever changing technology. Further 120 respondents which accounts for 34.2% do not agree to the fact. But a good number i.e. 52 respondents out of 350 remain neutral in survey which records 14.9% which has to be changed so that better inferences can be drawn.

TABLE-8: LACK OF PROPER LINKAGE BETWEEN QUALIFICATION OF EMPLOYEES & MEASURES USED FOR HRD

Opinion	No. of Respondents	%
Strongly Disagree	28	8.0
Disagree	70	20.0
Neutral	27	7.7
Agree	137	39.1
Strongly Agree	88	25.1
Total	350	100.0

Source: Field Work

GRAPH- 8



Source: Table – 8

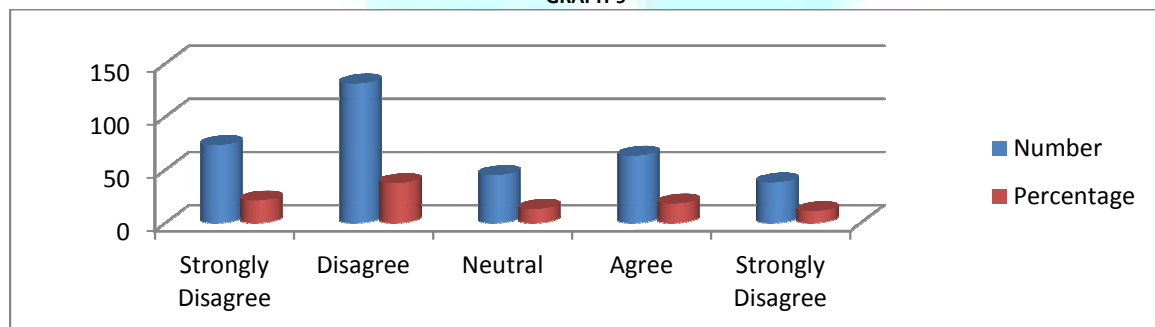
Table-8 shows that whether there is proper linkage between educational qualifications and measures used for HRD in the sample organization and its relevance. It is found that majority of 225 (64.2%) respondents agree to the point that there is proper linkage between qualifications and used measure in the selected unit for HRD. So the organization has placed the employees based on the qualification and skills required to accomplish the job. Further 98 respondents which accounted for a percentage of 28 disagree to it and further recommends that sample organization should make necessary efforts to create proper linkage to address the problem.

TABLE-9: ABSENCE OF EFFECTIVE FEEDBACK & APPRAISAL SYSTEM

Opinion	No. of Respondents	%
Strongly Disagree	73	20.9
Disagree	131	37.4
Neutral	45	12.9
Agree	63	18.0
Strongly Agree	38	10.9
Total	350	100.0

Source: Field Work

GRAPH-9



Source: Table – 9

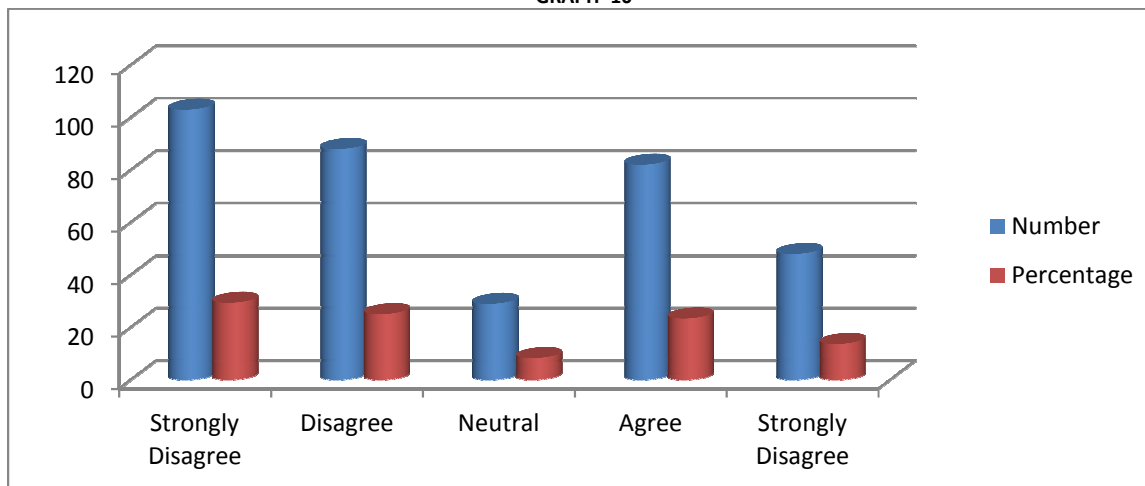
Through table- 9, an attempt is being made to record the perceptions of the respondents on appraisal system of the sample organization and the response to feedback system. The outcome of the analysis states that majority of the respondent's i.e. 204 out of 350 accounting 58.2% disagree that the sample organization lacks in effective feedback system and assessment system. Whereas a sum of 101 respondents constituting 28.8% agree that unit does not possess an effective feedback mechanism and doubts on transparency of appraisal and its feedback. In the regard 45 respondents with a percentage of 12.9 resembles to be neutral.

TABLE-10: PRESSURE FROM TRADE UNIONS

Opinion	No.	%
Strongly Disagree	103	29.4
Disagree	88	25.1
Neutral	29	8.3
Agree	82	23.4
Strongly Agree	48	13.7
Total	350	100.0

Source: Field Work

GRAPH- 10



Source: Table – 10.

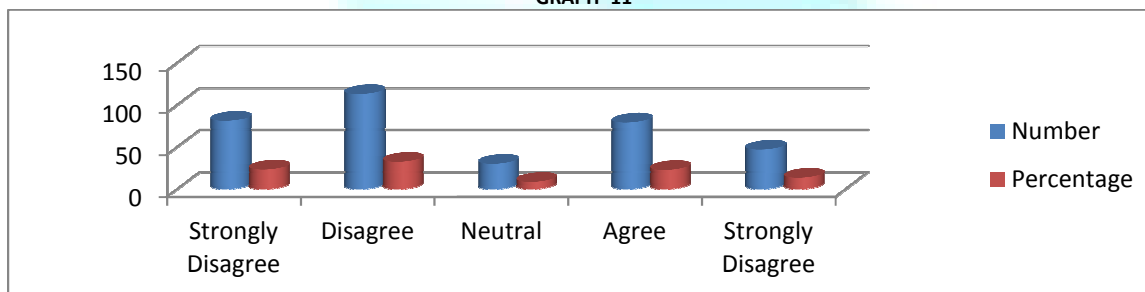
The above table depicts that the pressure of the trade union is a problem for effectiveness of HRD and its Management and possess a threat to implementation of the HRD in the selected sample organization. In the due course 191 respondents which count for 54.5% disagree that trade union pressure has succumbed the implementation and management of HRD. Further 130 respondents recorded a percentage of 37.14 agree that it is serious issue to be addressed and unit should pacify the trade union, so that HRD can be implemented smoothly by solving associated problems and difficulties in HRD management and implementation.

TABLE-11: WRONG / NEGATIVE PERCEPTIONS OF EMPLOYEES TOWARDS HRD IMPLEMENTATIONS

Opinion	No.	%
Strongly Disagree	81	23.1
Disagree	113	32.3
Neutral	30	8.6
Agree	79	22.6
Strongly Agree	47	13.4
Total	350	100

Source: Field Work

GRAPH- 11



Source: Table – 11.

Table-11 highlights the perceptions of respondents towards HRD with reference to the implementation phase. Majority of the respondents i.e. 194 (55.4%) recorded that employees in the sample organization were not in negative perceptions on HRD implementation and signals that implementation can be effectively carried out as there were no problems and difficulties associated. Further 126 respondents which sizes to a percentage of 36 opined that employees have wrong and negatives perceptions towards HRD implementation and a meager 30 respondents with 8.6% is neutral.

FINDINGS

In the light of empirical study and further analysis of the data, the following findings are drawn.

- Majority of the employees are in the age group of 31-40 years.
- Majority of the employees are in general qualification as background of education but another feature of the respondents education is that it is quiet heterogeneous and diverse.
- More number of respondents are with relatively better experience that is majority of them are having above 15 years of work experience.
- Majority of the employees are quiet aware with the HRD concept.
- Majority of respondents feel that they are not resistant to the issues of HRD and they were positive and proactive in effective implementation of the HRD and its management.
- It is found from the study that even the top management was not resistant to the issue and implementation of the HRD. This was positive step as both employees and top management were interested in overcoming the difficulties faced by the selected sample organization in effective HRD management and its implementation successfully.
- Significant number of employees have expressed that they are inclined towards lack of willingness to innovate and technological change this not a good sign for the organization.
- It is found from the study that there is proper linkage of employees qualification and measures used for the HRD and it implicates that proper placement is done based on qualifications and skills of the people and indicates to understand the meticulous HRD measures set by sample organization.
- From the study it is found that a good number of the respondents feel that the organization is having a strong feedback system and assessment system which leads to growth and promotion.

- Majority of the employees states that the trade unions were not that active to create the pressure on the management. This was not a prominent issue in the sample unit with regard to issues of implementation and difficulties in HRD management.
- It is found from the study that majority of the employees were clear perceptions on the implementation of the HRD and found that there are no misconceptions and negativity or wrong perceptions toward HRD implementation which helps to erase the issue and difficulties in implementation.

SUGGESTIONS

- The employees should be made to innovate and adjust to technological change in the light of present time. So that issues of the employees can be self solved.
- Some of the respondents were hesitant and remained neutral this should be transformed into positive behavior of employees can have desired condition for implementation of HRD.
- Organization should make effort to change the mindset and confidence of the workforce to make them prepared to face challenges of innovation and change.
- The organization should transform the few respondents perception into positive and make effort that there should no negative thinking so that implementation of the HRD can be carried on smoothly.
- The organization should take active steps to ensure high quality workforce in the wake of emerging time of bigger challenges and responsibility.

CONCLUSIONS

The study on the sample PSU shows that the organization has conducive environment for implementation of the HRD and it can lead to manage it in an effective manner. As the respondents are very receptive and inclined towards the HRD activity it is observed that there are no obstacle for implementation process of the HRD. By making use of the HRD activities the organization can improve the people's performance and their productivity at large.

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