



Perceptions Of Employees On Hrd Practices

Dr. K. Maneiah*

*Department of Commerce, S.V. University, Tirupati – 517 502

*Corresponding Author: Dr. K. Maneiah

*Email. Drmaniroyal@Gmail.Com

Citation: Dr. K. Maneiah, et.al (2024). Perceptions Of Employees On Hrd Practices, *Educational Administration: Theory and Practice*, 30(9) 1101-1105

Doi: 10.53555/kuey.v30i9.10293

ARTICLE INFO

ABSTRACT

Human resource development is the need of the hour. Any organization for this matter has to undertake several methods for the development of human resources in the present day dynamic and ever changing situation. For this purpose, an opinion survey is conducted on the perceptions of employees over the human resource development practices of a select organization located in Bangalore city. The components of human resource development studies include performance appraisal system, training and development, compensation and rewards, welfare measures, career development, promotion policy, promotional opportunities, cooperation of management and relationship between superiors and subordinates. For this purpose, a sample of 257 employees are selected purposely. The primary information has been collected through a interview schedule. It is pointed out that a majority of the employees have satisfied with the HRD climate prevailing in the organization.

Key words: HRD practice, training and development, compensation and rewards, welfare measures,

1. INTRODUCTION

Human resource is the most important and valuable resource for every organization. Efficient employees can contribute for the effective success of an organization. Competent and motivated employee can make things happen and enable to achieve its goal. Human Resource Development (HRD) is a continuous process of enabling and ensuring the development of employees in a systematic and planned way. HRD climate is an integral part of the whole organizational climate. Understanding HRD climate is the need of the hour. A modest attempt is made to study the employees' perception on HRD mechanism.

2. METHODOLOY

The study is confined to an organization situated in Bangalore city. The total number of employees in it is 514. The size of the sample is restricted to 50% of population. Out of them, 257 are purposely selected. Here employees include executives and non-executives (other than workers). The information has been collected through a schedule specially designed for the purpose by personnel interview method. The interview schedule was pre-tested in the pilot study. The opinions of respondent are elicited by recall method. The opinions are collected on a 5 point scale. The scale includes highly satisfied, satisfied, neutral, dissatisfied and highly dissatisfied. There may be recall lapse. The primary data has been process, analysed and interpreted.

3. DISCUSSION AND RESULTS

The opinion of the respondents on HRD mechanism in the select organization is described in terms of performance appraisal system, training and development, promotion policy, promotion opportunities, career development, compensation and reward system, cooperation of management, relationship between superiors and subordinates and welfare measures.

3.1 Performance Appraisal

The select organization has employed performance appraisal system to ascertain the results achieved against the task assigned. To know the perception of employees on performance appraisal system, the data has been collected as already stated and the results are reported in the table 1.

Table 1 Opinion of Respondents on performance appraisal system

Sl.No.	Opinion	Number	% to total
1	Highly satisfied	69	26.8
2	Satisfied	96	37.4
3	Neutral	74	28.8
4	Dissatisfied	18	7.0
5	Highly dissatisfied	0	0.0
	Total	257	100.00

Source: Primary data.

A look at the table indicates that, of the 257 samples respondents the highest 96 or 37.4 per cent are satisfied followed by 74 or 28.8 per cent neutral, 69 or 26.8 per cent highly satisfied and 18 or 7 per cent dissatisfied. The highly dissatisfied are absent. On the whole, 64 per cent of employees are satisfied with the existing performance appraisal system in vogue, nearly 29 per cent are expressed no opinion the rest and the rest dissatisfied. It may be concluded that the respondents have satisfied with the system which their performance appraised and accordingly treated them.

3.2 Training and Development

The views of respondents on the training system for employees and development system for executives has been studied. The information has been furnished in the table 2.

Table 2 Perception Respondents on training and development

Sl.No.	Opinion	Number	% to total
1	Highly satisfied	67	26.1
2	Satisfied	118	45.9
3	Neutral	55	21.4
4	Dissatisfied	15	5.8
5	Highly dissatisfied	2	0.8
	Total	257	100.00

Source: Primary data.

A glance at the table shows that the highest 46 per cent have satisfied with the training and development facilities, 26 per cent highly satisfied, 21 per cent neutral, 6 per cent dissatisfied and less than one per cent highly dissatisfied. It may be summed up that 65 per cent of employees have satisfied with the training method provided to the employees and development programmes organized for the executives working in the organization. The dissatisfied are less than 7 per cent. The employees are favourable for the training and development mechanism followed by the concern.

3.3 Promotion Policy

Indian industry follows promotion on the basis of seniority or merit or merit cum seniority depending on the circumstance. The present organization has followed a mixed system of promotion. The opinions of the respondents on promotion policy are elicited and the details are presented in the table 3.

Table 3 Views of respondent on promotion policy

Sl.No.	Opinion	Number	% to total
1	Highly satisfied	57	22.2
2	Satisfied	102	39.7
3	Neutral	76	29.6
4	Dissatisfied	19	7.4
5	Highly dissatisfied	3	1.2
	Total	257	100.00

Source: Primary data.

It can be observed from the table that the highest 40 per cent of employees have just satisfied with the promotion policy adopted by the undertaking and 8.6 per cent dissatisfied. The highly satisfied have accounted for 22.2 per cent and neutrals 29.6 per cent. It may be said that nearly 62 per cent of employees have satisfied with the promotion policy, neutrals 30 per cent and the rest dissatisfied.

3.4 Promotional Opportunities

Naturally, employees in any organization aspire promotion. The ladder of promotion should be acceptable and reachable to the concerned. Therefore, an attempt is made whether the employees have satisfied with the promotional avenues available to them. The opinions of respondents on promotional avenues are provided in the table 4.

Table 4 Perception of respondents on promotional opportunities

Sl.No.	Opinion	Number	% to total
1	Excellent	59	23.0
2	Good	121	47.1
3	Neutral	61	23.7
4	Fair	15	5.8
5	Poor	1	0.4
	Total	257	100.00

Source: Primary data.

It indicates that the promotional opportunities are good for 47.1 per cent of employees, excellent 23 per cent, neutral 23.7 per cent, fair 5.8 per cent and poor 0.4 per cent. It may be concluded that promotional opportunities are poor for less than 1 per cent of employees. The promotional opportunities are good and excellent for 70 per cent of respondents. The neutrals are accounted for 23.7 per cent

3.5 Career Development

Career planning and development is one of the elements of human resource development from the view point of employees. The opinion of the respondents on this are given in table 5.

Table 5: Respondent opinion career development

Sl.No.	Opinion	Number	% to total
1	Highly satisfied	61	23.7
2	Satisfied	123	47.9
3	Neutral	59	23.0
4	Dissatisfied	14	5.4
5	Highly dissatisfied	0	0.0
	Total	257	100.00

Source: Primary data.

It can be observed from the table that 47.9 per cent of employees have satisfied with the career development, highly satisfied 23.7 per cent, neutral 23 per cent, dissatisfied 5.4 per cent and the highly dissatisfied absent. It may be noted that more than 70 per cent of employees have expressed satisfaction over the career development. Whereas the dissatisfied are less than 6 per cent.

3.6 Compensation and Reward System

Generally, employees are provided with pay, dearness allowance, house rent allowance and other perquisites depending on the need, demand and circumstance. In the select organization, the opinions of the respondents on compensation and reward system are detailed in the table 6.

Table 6 Respondents' perception on compensation and reward system

Sl.No.	Opinion	Number	% to total
1	Excellent	64	24.9
2	Good	111	43.2
3	Neutral	70	27.2
4	Fair	11	4.3
5	Poor	1	0.4
	Total	257	100.00

Source: Primary data.

A glance at the table reveals that the present compensation and reward system is good for 43.2 per cent of employees followed by 27.2 per cent neutral, 24.9 per cent excellent, 4.3 per cent fair and 0.4 per cent poor. A little over 68 per cent have good opinion on the payment system including rewards and awards, if any. It may be summed up that majority of respondents have satisfied with the compensation package including rewards. The dissatisfied are negligible.

3.7 Cooperation of Management

The attitude of the management towards the employees has been examined here. Here cooperation means the treatment meted out to the employees by the employer including the spirit. In other wards, an attempt is made to know whether the cooperation and the coordination between the employee and employer is harmonious and congenial to both the parities in the organization. The cooperation of management towards the sample respondents revealed in the table 7.

Table 7 Opinion of respondents on the cooperation of management

Sl.No.	Opinion	Number	% to total
1	Excellent	77	30.0
2	Good	104	40.5
3	Neutral	54	21.0
4	Fair	22	8.6
5	Poor	0	0.0
	Total	257	100.00

Source: Primary data.

It shows that 40.5 per cent employees has opined that the cooperation of the management is good, 30 per cent excellent, 8.6 per cent fair, 21 per cent neutral and poor nil. Almost all employees have favourable opinion on the cooperation of management. It may be said that nearly 71 per cent have good opinion on the cooperative attitude of the management in the day-to-day dealings and operations.

3.8 Relationship Between Superiors and Subordinates

The success of any organization depends on the relation between superiors and subordinates. The superiors have to treat subordinates as they deserve. Then only it is possible to exact obedience from them. Then only the organization climate will be favourable and possible to reach the results for which the organization came into being. Against this background the relationship between superiors and subordinates is gathered and furnished in table 8.

Table 8 Respondents' perception on the relationship between superiors and subordinate in the organisation

Sl.No.	Opinion	Number	% to total
1	Very good	56	21.8
2	Good	97	37.7
3	Moderate	97	37.7
4	Bad	7	2.7
5	Very bad	0	0.0
	Total	257	100.00

Source: Primary data.

It can be pointed from the table the relationship between superiors and subordinate is good and moderate in each of 37.7 per cent of employees. It is very good in 21.8 per cent of employees and bad 2.7 per cent of employees. On the whole, it may be said that the relationship is bad in less than 3 per cent of employees. In other wards, it is better in the rest of the employees.

3.9 Welfare Measures

The organization has implemented several welfare measures for the benefit of employees. This might have promoted the quality of life among the employees. In this regard, the views of respondents on the welfare measures of management are collected and furnished in table 9.

Table 9 Perception of respondent on welfare measures

Sl.No.	Opinion	Number	% to total
1	Excellent	45	17.5
2	Good	83	32.3
3	Neutral	86	33.5
4	Fair	37	14.4
5	Poor	6	2.3
	Total	257	100.00

Source: Primary data.

It can be observed from the table that the welfare measures are excellent for 17.5 per cent of employees and good 32.3 per cent. The neutral have constituted 33.5 per cent. The welfare measures are fair for 14.4 per cent of employees and poor 2.3 per cent. It may be summed up nearly 50 per cent of employees have favourable opinion on the welfare measures offered by the management. Finally it may be concluded that the

perception of respondents on the HRD practices of the organization is good. The outcome of these opinions might have been resulted in the achievement of targets and there on profit.

References

1. Satish, A. B. (2022). An Empirical Study on the Impact of HRD Practices on NPOs in Utilizing Foreign Contributions Received. *International Journal of New Practices in Management and Engineering*, 11(01), 01-14.
2. Fowler, D. S. (2020). A Case Study of Organizational Performance and Improvement Suggestions Within the Nonprofit Religious Services Sector: A Human Resource Development Approach. *Performance Improvement*, 59(8), 6-11
3. Uraon, R. S., & Gupta, M. (2020). Do HRD practices affect perceived market performance through operational performance? Evidence from software industry. *International Journal of Productivity and Performance Management*, 69(1), 85-108.
4. Mahadevan, J. (2017). A Very Short, Fairly Interesting and Reasonably Cheap Book about Cross Cultural Management, Sage.
5. Kim, M. Y., & Park, S. M. (2017). Antecedents and outcomes of acceptance of performance appraisal system in Korean non-profit organizations. *Public Management Review*, 19(4), 479-500. <https://doi.org/10.1080/14719037.2016.1195436>
6. Alfes, K., Antunes, B., & Shantz, A. D. (2016). The management of volunteers –what can human resources do ? A review and research agenda. *The International Journal of Human Resource Management*, 1–36. <https://doi.org/10.1080/09585192.2016.1242508>
7. Maheshwari, S., & Vohra, V. (2015). Identifying critical HR practices impacting employee perception and commitment during organizational change. *Journal of Organizational Change Management*, 28(5), 872-894.
8. Valentine, S., Hollingworth, D., & Francis, C. A. (2013). Quality-related HR practices, organizational ethics, and positive work attitudes: Implications for HRD. *Human resource development quarterly*, 24(4), 493-523.
9. Park, Y. J. & Jacobs, R. L. (2011). The influence of investment in workplace learning on learning outcomes and organizational performance. *Human Resource Development Quarterly*, 22, 437–458.
10. Craft, J. L. (2010). Making the case for ongoing and interactive organizational ethics training. *Human Resource Development International*, 13(5), 599–606.
11. Holton, E. F., & Naquin, S. (2005). A critical analysis of HRD evaluation models from a decision-making perspective. *Human Resource Development Quarterly*, 16, 257–280.