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HRD PHILOSOPHY IN INDIAN PSUS: AN EMPIRICAL STUDY OF HUTTI GOLD MINES COMPANY LIMITED.

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Abstract:- The managerial philosophy of any organization is based on the assumptions of the top management and plays a significant role in reflecting the attitude of the higher level with respect to HR of the organization. HRD includes a vast number of aspects in the course of developing the people in any organization and should focus on building the people on strategic perspective. This paper highlights the significance of the HRD philosophy in the sample organization and its role in building it. The managers should be aware of the assumptions laid down in the unit, we have to evaluate whether they are aware or not, decision has to be made on how to deals with peers, superiors and sub-ordinates. The paper further makes and attempt to examine to study the relation exist between theory and practice in the public sectors, so that remedial steps can be suggested in the light of outcome. Aim should be to enhance the capability of human resource to adapt and respond to changing environment in emerging business scenario. Public sectors have been the main stream since independence of India. So change and transformation should constantly take place in order to maintain the legacy they carry. Finally the paper puts some light on the role of top management's commitment and decision to the management and philosophy of HRD in the sample unit. HRD has been accorded with significant place in developing the unit. The study makes a systematic and planned attempt by eliciting the data collected from the sample unit by means of a well structured survey. HRD been given prominent responsibility of developing an organization and transform it to meet the challenges of present time, as with the passage of time organization are in need of extra-ordinary talent so that they handle the changing environment at ease. HRD improves competencies of the people in order to maintain the momentum of growth and success. In the process the credit should be of both management and employees of the sample organization.

Keywords:HRD Philosophy ,Hutti Gold Mines , managerial philosophy , organization.

INTRODUCTION

In the 21st century HRD remains as an important force for the future. HRD may be the only function in a clear position to represent human ethics and morality. The HRD professionals are challenged to create new ways to address the HR issues. The HR professionals are emerging as major creative contributors for the growth and development of an organization. Today Human resources are viewed as strategic resources as compared to any other resources in an economy. The HRD profession is recognized and applied to various and variety of organization. This can be used as tool for the motivation of people as people smell a positive favor towards organization that company is investing something on the betterment of workforce. It takes number of roles and is a combination of training, education, development, management development, career development, performance appraisal etc.

When we name it as people oriented concept we arrive at the most important question that whether it is applicable at the organizational level? National level? Macro or micro level? And how it can be justified at all the specified levels as the HR professionals are emerging as creative contributors for the growth of a unit and are considered as a strategic resources in modern day business.

Both public as well as the private sector, organizations would need the services of employees and in return

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the sector has to make effort for the development and well-being of the HR. So that more talent can be attracted in the upcoming days. Development of the people should be the top most priority of any sector as people are the real backbone for uplifting and survival of the unit. HRD is a continuous process of sharpening skills of the people to meet the future challenges with respect to changes in external environment especially technological advancement. It is concerned with people management & helps in updating knowledge, skills and capacities of the people. It's a systematic and pragmatic approach to think on developing people. But HRD does not come as success to the organization over night, we have to follow a set of principles and approaches to train and prepare the workforce. Be it public sector or a private sector HRD is practiced for developing of the people in organization and sectors where cut-throat competition exists and turned out to be primary strategy of the sectors which aims at producing innovative products and services, various methods are used for the development of Human Resources.

OBJECTIVES OF THE PRESENT PAPER.

The present paper is based on empirical evidences collected from the sample organization i.e. Hutti Gold Mines Company Limited, which is Karnataka state public sector undertakings. The present paper makes an attempt to study the HRD philosophy in HGML and perceptions of the top management towards the assumptions laid down for effective HRD philosophy and management in the sample organization.

METHODOLOGY.

The present paper is based on the data collected from the sample respondents in the sample unit. The data has been collected by administering structured questionnaire which comprises, both open-ended and close- ended questions and personal interactions with employees and officials of the unit. The questionnaire was administered to both managerial as well as non managerial positions.

Sample size: 350 respondents were randomly selected for the study.

Method and Techniques of Data Analysis.

A well defined approach is identified to analyze and interpret the data elicited from the sample employees in the sample unit. 9 major variables namely, treating employees as resources, supporting organizational climate, responsibility of the manger, top management committing to HRD, Existing HRD felicitating HRD, HRD in favor of employees, emphasis on seminars and conferences. Fulfillment of employee need through HRD, workshop and seminars are beneficial are being considered for the recording employees' perceptions and opinions and pursued impact on the HRD in 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
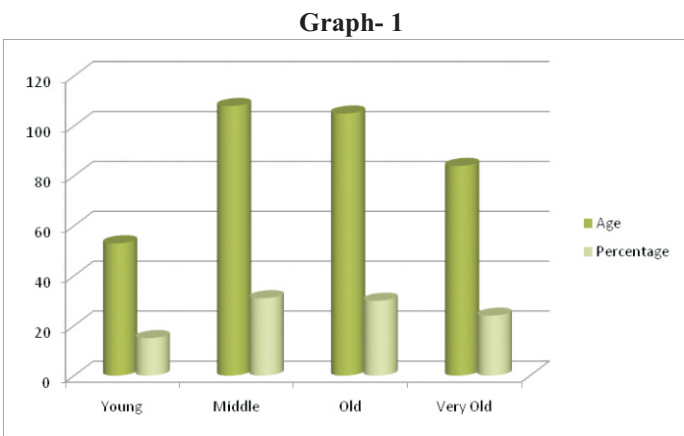
Source: table-1

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
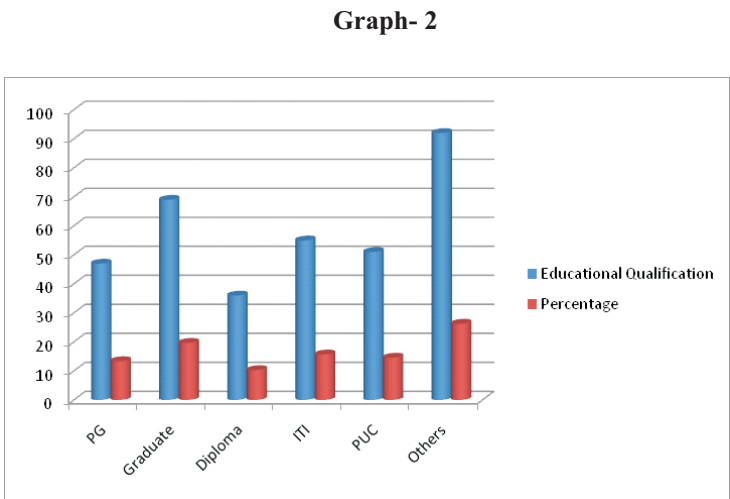
Source: table-2

The analysis of table-2 reveals that, the education background of employees is heterogeneous representing 26.3% with general qualification 19.7%, graduates 59% 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
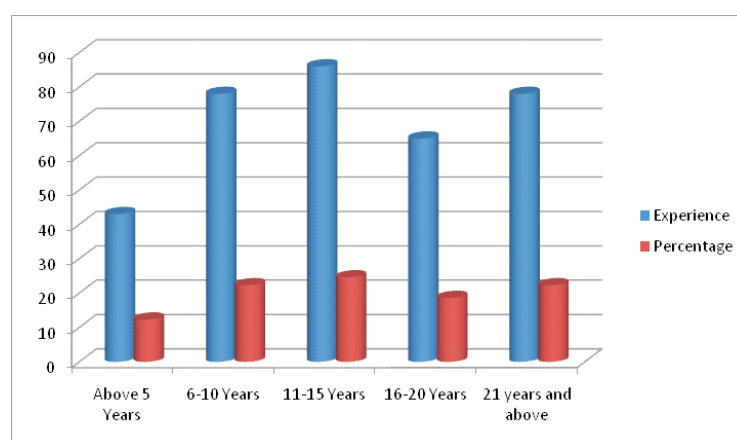
Source: table-3

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 familiarity 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
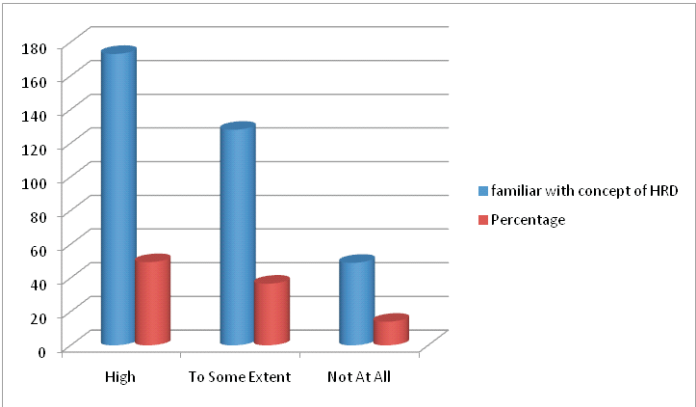
Source: table-4

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: Treating employees as most valuable resources

Opinion	No. of respondents	%
Strongly Disagree	8	2.3
Disagree	20	5.7
Neutral	7	2.0
Agree	171	48.9
Strongly Agree	144	41.1
Total	350	100.0

Source: Field survey

Graph: 5
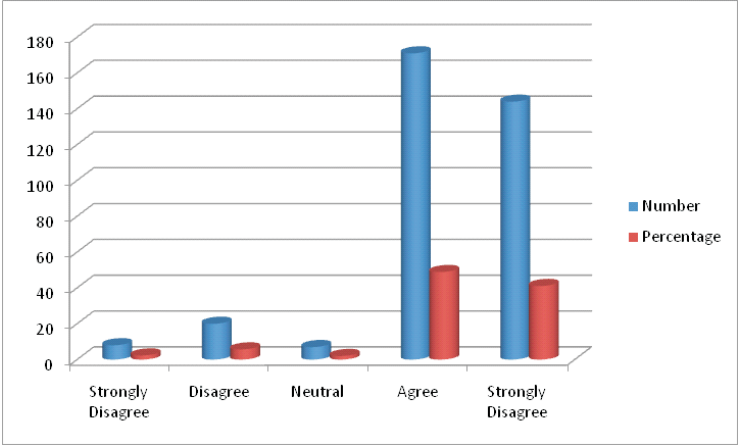
Source: table-5

When the information pertaining to treating employees as valuable resources is collected it is found that a majority of 315 respondents representing 90% agree to the fact that HGML considering the employees as the most valuable resources. Followed by meager number of respondents i.e. 28 respondents who constitute 8.0% do not

agree to this, further 7 respondents represents 2.0% remain neutral to the survey.

Table-6: Supporting organizational climate

Opinion	No. of Respondents	%
Strongly Disagree	6	1.7
Disagree	9	2.6
Neutral	21	6.0
Agree	236	67.4
Strongly Agree	78	22.3
Total	350	100.0

Source: Field work

Graph- 6
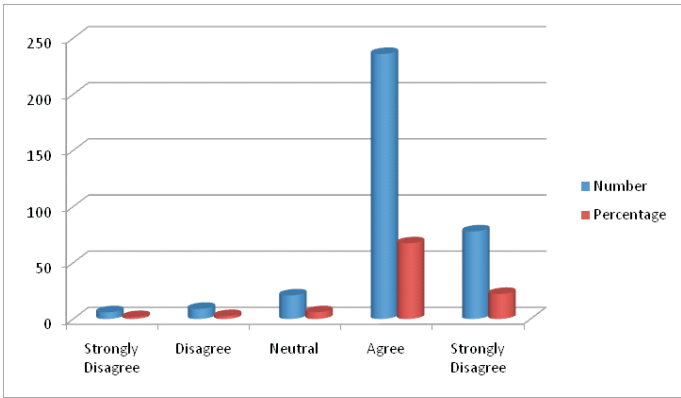
Source: table-6

Through the analysis of table- 6, it is observed that 314 (89.7%) respondents have expressed that HRD is essential in supporting and improving organizational climate, further a very less number of respondents 15 which represents a meager 4.3% were having negative opinion to this. Thus it can be inferred that majority of the employees agree that HRD is playing an active role in transforming an organization and its climate.

Table-7: Responsibility of the Manager

Opinion	No. of Respondents	%
Disagree	7	2.0
Neutral	8	2.3
Agree	133	38.0
Strongly Agree	202	57.7
Total	350	100.0

Source: Field Survey

Graph- 7
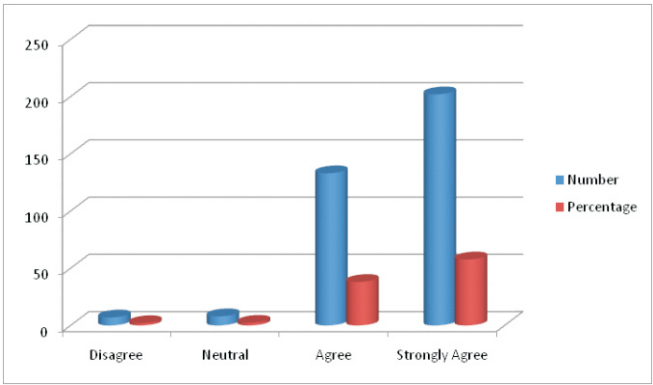
Source: table- 7

In the table-7, an attempt is being made to understand the contribution of the manger in developing HR in the wake of achieving the task in ever changing business environment. In the sample selected organization it is observed that 335(95.7%) of the respondents believe that managers in the unit are responsible for development of the employees

Table-8: Top management committing to HRD function

Opinion	No. of Respondents	%
Strongly Disagree	13	3.7
Disagree	32	9.1
Neutral	29	8.3
Agree	190	54.3
Strongly Agree	86	24.6
Total	350	100.0

Source: Field survey

Graph -8
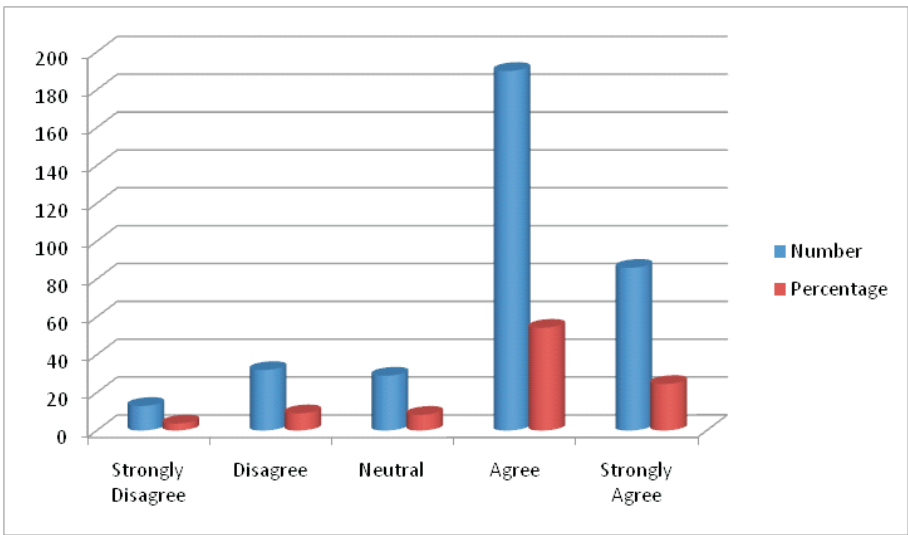
Source: table- 8

The above table- 8, shows the commitment of the management to HRD in the sample organization as top management has a bigger role in developing the HR and organization at large. It is observed that 276 respondents who constitute a percentage of 78.8 express that top management is very much committed on the other hand very less respondents i.e. 45 representing 12.8% feel that management is not committed to HRD function in the selected unit, further 29 respondents remain neutral
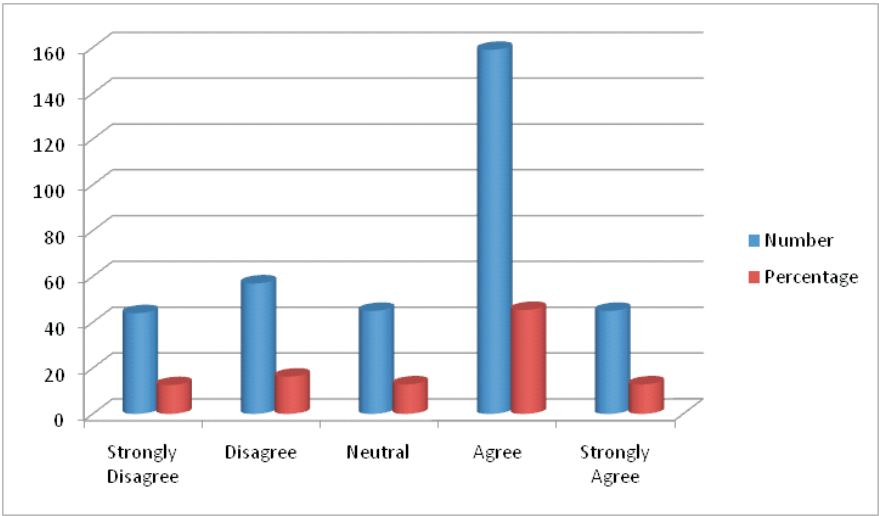
Table-9: HR Policies facilitating HRD

Opinion	No. of Respondents	%
Strongly Disagree	44	12.6
Disagree	57	16.3
Neutral	45	12.9
Agree	159	45.4
Strongly Agree	45	12.9
Total	350	100.0

Source: Field survey

Graph-9

Source: table-9

It can be inferred from the above table- 9, by interviewing both the officials and employees of the HGML, it is found that a substantial number of respondents i.e. 204 (58.2%) have either agreed or strongly agreed in a positive way by stating that the current HRD policies in the sample organization facilitates HRD, Further 101 (28.8%) respondents disagreed and strongly disagreed to it, this has to be minimized as 101 employees out of 350 is a sizeable number in the survey

Table-10: HRD always in favor of employees

Opinion	No. of Respondents	%
Strongly Disagree	3	.9
Disagree	28	8.0
Neutral	41	11.7
Agree	211	60.3
Strongly Agree	67	19.1
Total	350	100.0

Source: field survey

Graph- 10
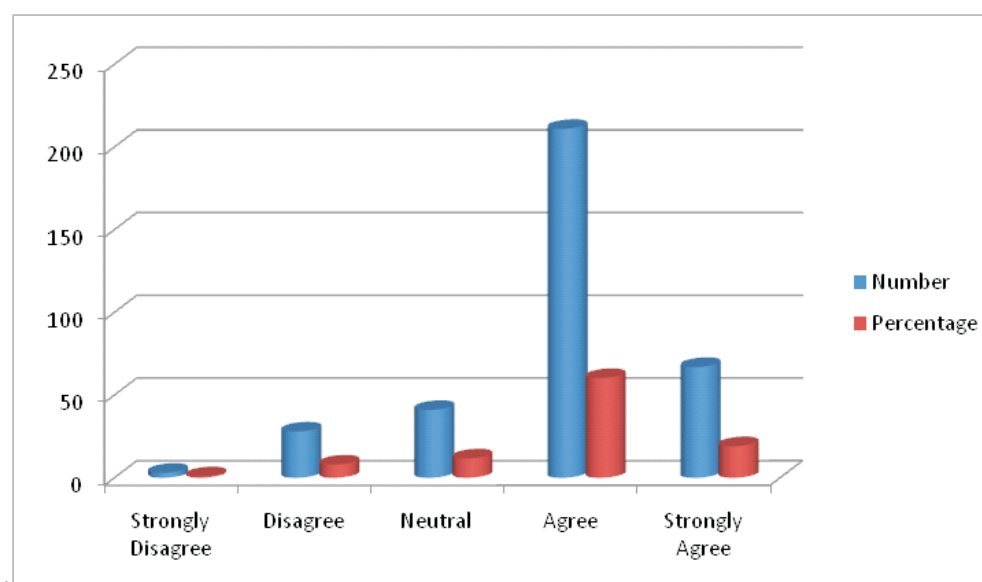
Source: table-10

From Table-10, it is depicted that, the selected respondents in the sample organization agree in substantial number to the fact that HRD is always in favor of employees and organization making positive efforts to make use of HRD and develop employees in the line of organization. It is observed that 211 (60.3%) respondents agree to the fact, this shows that employees are inclined towards HRD and draw strong inference.

Table-11: Emphasis on seminars / work shop & HRD related programme

Opinion	No. of Respondents	%
Strongly Disagree	55	15.7
Disagree	160	45.7
Neutral	30	8.6
Agree	84	24.0
Strongly Agree	21	6.0
Total	350	100.0

Source: field survey

Graph- 11
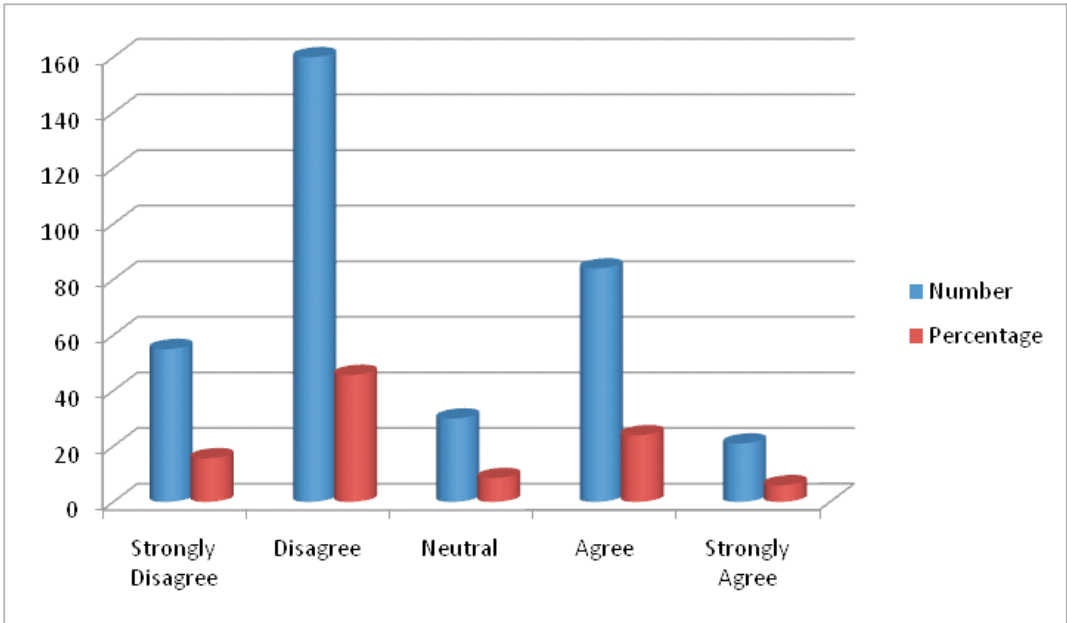
Source: table -11

From the above Table-11, 105 (30%) of the respondents opined that the top management of the HGML was emphasizing on conducting seminar and workshops which the respondents feel beneficial for the development. It is followed by 215(61.4%) of the respondents expressed views in negative way as they disagree to it and opined that top level was not interested in organizing seminars and workshop. This shows a clear difference in opinion of respondents in big number. It draws a negative inference as more number of respondents state that the management has not taken active interest in the HRD as they were reluctant in organizing seminar and conferences to impart skills to the employees

Table-12: Basic needs of an employee fulfilled through HRD

Opinion	No. of Respondents	%
Strongly Disagree	8	2.3
Disagree	18	5.1
Neutral	32	9.1
Agree	237	67.7
Strongly Agree	55	15.7
Total	350	100.0

Source: field survey

Graph- 12
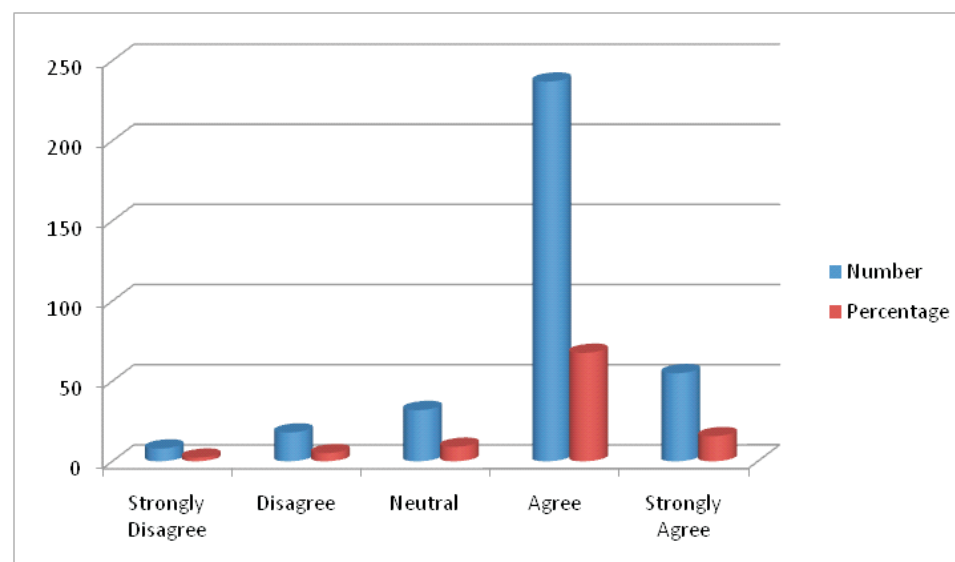
Source: table -12

From the above table-12, it is analyzed that 292 (83.4%) accord with the fact that HRD is fulfilling all the basic need of individuals in HGML which can be taken that existing HRD policies and activities are robust which serve as backbone for development of the employees. A minor figure of 26 out of the 350 respondents disagree to it and constitute 7.4%, which shows that majority of the employees are very much satisfied with the HRD in the selected sample organization as it is meeting all the needs in the wake of changing time and situation.

Table-13: Treating Work shop & seminars beneficial to employees

Opinion	No. of Respondents	%
Strongly Disagree	24	6.9
Disagree	18	5.1
Neutral	10	2.9
Agree	163	46.6
Strongly Agree	135	38.6
Total	350	100.0

Source: field survey

Graph- 13
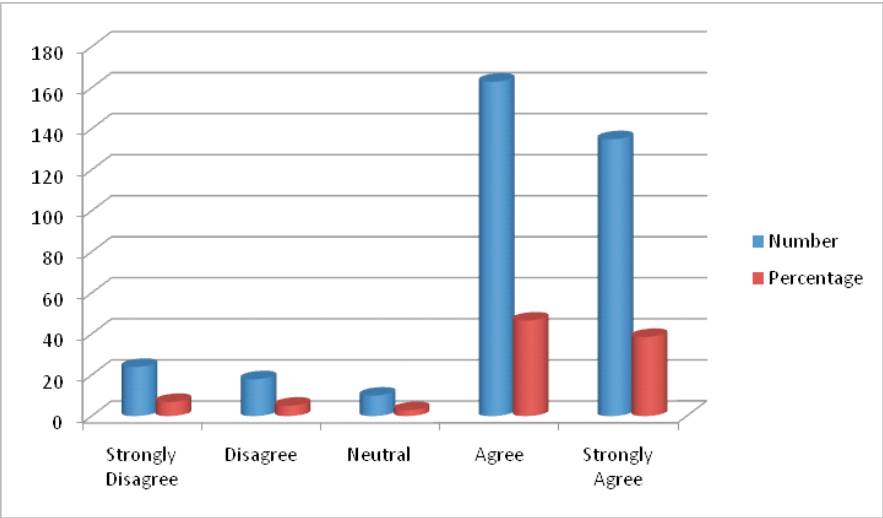
Source: table -13

According to table-13, the response obtained by the respondents through interactions and survey have revealed that 298 respondents constitute 85.1% agree that seminar and workshop are beneficial in the due course of the work and feel that company is making effort to give inputs by organizing workshops and seminars related to the nature of work. Whereas 42 respondents which count for 12% disagree to it and reveal that the sample organization is not proactive in conducting the seminars and workshop to impart skills required to perform the task.

Table-14:   Communicating HRD philosophy to all the staff.

Opinion	No. of Respondents	%
Strongly Disagree	52	14.9
Disagree	75	21.4
Neutral	27	7.7
Agree	129	36.9
Strongly Agree	67	19.1
Total	350	100.0

Source: field survey

Graph- 14
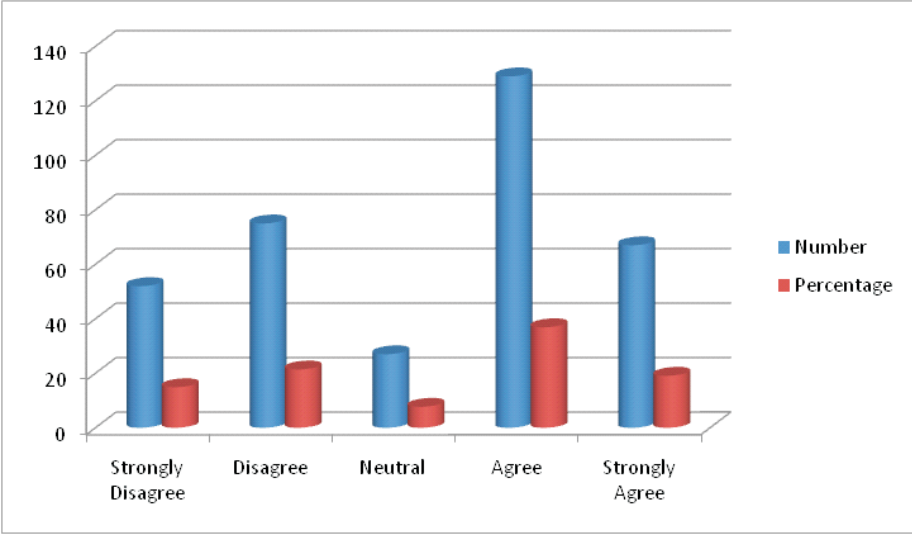
Source: table -14

It is observed in the above table-14, that the sample organization is effectively communicating the HRD to all the employees in the unit. It is found that majority i.e. 196 (56%) of the respondents agree to it. Further 127 respondents representing 36.2% disagree to it and followed by 27 respondents remain neutral to the fact which represents a minute 7.7%. Further it is understood that the selected unit is making serious effort to establish communication with all the staff of the unit so that the HRD communication to them be made smooth and effective in the wake of employee feedback.

FINDINGS:

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

- Majority of the employees are in the age group of 31-40.
- Majority of the employees are with general qualification as background of education but another feature of respondents' education is that it is quite 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 quite aware of the HRD concept.
- Significant number of the employees feels that the HGML is treating the employees as most valuable resources. This will boost the sample organization as new talent will be attracted.
- It is found that majority of the employees opined that HRD is supporting organizational climate which motivates the employees in large number and employees feels a sense of satisfaction.
- It is found from the study that a majority of the employees feels that it is the biggest responsibility of the manager to develop the employees in sample organization.
- From the study it is found that a significant number of employees feel that top management is very much committed for HRD in the unit.
- Majority of the respondents believe that the existing HRD policies in the sample organization facilitate HRD.
- Significant number of employees have expressed that HRD is always in favor of the employees as it is playing an active participation in sharpening the skills of the people.
- A good number of respondents feel that the top management is not taking initiatives workshop and conferences which are very much needed for the employees to cope up with changing times.
- From the study it is found that through HRD all the needs of employees are fulfilled in the sample unit.
- Large number of respondents believes that workshop and seminars are very much beneficial for development of the employees in the unit.
- It is found that employees feel motivated when the sample organization has communicated the HRD philosophy to all the employees in the unit and further HGML is involved in communicating HRD successfully in the overall organizational setup.

SUGGESTIONS:

- ❖ The sample organization should take active steps in organizing seminar and workshops related to job, to keep the interest and motivation of the employees.
- ❖ In the wake of changing times sample organization has to make effort for the development of all the staff.
- ❖ Managers should participate more in developing the workforce by implicating and imposing and sharing their experiences with the subordinates.
- ❖ The organization should make the employees to fulfill their needs through HRD.
- ❖ Communicating HRD to all the staff should be more robust so that it can be turned to motivate all the staff.

CONCLUSIONS:

The present study on the PSUs reveal that in the sample organization the environment is very much conducive for adoption of the HRD philosophy and initiatives as employees are quiet receptive to the concepts like HRD policies and philosophy, training and development, performance assessment, welfare measures etc. HRD makes a positive effort in overcoming the inflated productivity of the employees and improve the performance constantly.

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