

HRD Practices – A Comparative Study with reference to HPCL and CFL

Shaik Shamshuddin, Haniefuddin Shaik and Shaik Khadar Baba

Abstract

Human resources hold a key position in the economic development. The real strength of the country and its institutions depends upon the capabilities of their people. Only dynamic employees can build dynamic organizations. Human Resource Development has gained prominence and focus in management especially in the 21st century. Moreover, human resources being the most significant and active factor of production, and also considered the centre area of a development processes of the economy. The great Chinese sage Chung Tse said as long back as in the 7th Century BC : "if you wish to plan for a year sow seeds: If you wish to plan for ten years, plant a tree and if you wish to plan for a lifetime, develop men. Adam Smith, Karl Marx and several classical and modern economists have emphasized the importance of human resources and focused on labour dexterity and skill development. In the Indian concept of HRD, education and culture constitute the core of the strategy. However, it is not education in the narrow sense of schooling, but a broad concept encompassing health, nutrition, employment, science and technology, equality and special attention to weaker groups, education being used as an instrument of people development and access to opportunities and facilities in all these areas. In this sense the core concept of HRD as used in India is not as widely divergent from that in Jakarta Declaration on HRD as might appear prima facie. This will become clear in subsequent content when we consider instrumentalities of implementation and programme content.

1. Introduction

The industrial Sector, it has identified the following goals of HRD. To improve the productivity and employee benefit, industries reorganized structures and system in the early years. The goals of industries and companies in the restructured set up are identified as follows. To evolve the personnel system so that the employees are provided equitable opportunities to move up in the organisation on the basis of their performance and ability. The employees repose confidence in the personnel practices followed by the organisation. The policy should not only be fair and just but also to be perceived as fair and just. To ensure that responsibility for results is provided right from the lower level so

Shaik Shamshuddin, Assistant Professor, GITAM Institute of Management, GITAM University, Visakhapatnam-530045, Andhra Pradesh, India. E-mail:shamshuddin1234@gmail.com, Mobile: +91-8019716116. (Corresponding Author)

Haniefuddin Shaik, Professor, NIST, Visakhapatnam, Andhra Pradesh, India.

Shaik Khadar Baba, Personal Secretary to Principal, Andhra University, Visakhapatna-530007, Andhra Pradesh, India.

that employees can develop a sense of independence and self confidence. That jobs are enlarged and enriched and are performed in a manner that nurtures team work providing opportunity for learning new and varied skills thus, doing the work more satisfying and meaningful. That those employees who show special aptitude for different skills are carefully to be provided appropriate training experiences. Several strategies to achieve the above stated objectives and goals were developed. Consistent with the policy of consensus, new strategies were circulated and discussed with groups of employees. The organisation stated its beliefs about HRD as under: That human potential interest in every employee is vast; it can be further enhanced by various interventions like training, job-rotation, counselling etc. That people are major asset and that an organisation can make full utilisation of individual potential by providing a developmental environment and opportunities by encouraging and rewarding innovativeness and creativity.

That such people, who are unable to contribute to the organisation fully due to reasons beyond their control can, also give their best if they are taken care of and proper environment and conditions are provided. That competency can be developed in people at any point of time; as model employer it is desirable that we encourage competency enhancement. That HRD provides higher quality of work-life through opportunities of a meaningful career, job satisfaction and professional development. That HRD philosophy emphasizes human well being and organisational growth. That if an employee perceives a nurturing environment, automatically there would be a positive response to match individual aspirations with organisation's needs. That HRD processes have to be planned and continuous in order to be effective.

2. Dimensions of Human Resource Development (HRD)

Human Resource Development is a multi-disciplinary concept. Economists describe it from the economic angles of capital asset, labour, skill and wages. Further, they viewed human resources as accumulation of capital and their effective investment. A psychologist considers HRD from the psychological dimensions of attitudes, aptitude values, intelligence, perceptions, aspirations and motivations, etc. Moreover, psychology provides an explanation for a variety of human behaviour and also several remedial functions (through guidance, counselling etc.,). Similarly, a sociologist's perception of HRD moves around social relations, ingredients like family, crowds, mob etc., while an Anthropologist looks at HRD keeping in view the history of humanity and focus as on several aspects of tradition, kinship, culture, myths and ceremonies.

3. Role of HRD in the development of organization

HRD is described as the core of all developmental efforts in view of improving quality of life of all human beings. The purpose of all developmental activities in a nation remains to improve the living conditions of the human beings. Similarly, HRD at micro-level involves certain mechanisms and techniques such as performance of appraisal, counselling, training organizational development etc., to facilitate the development of human resources. Since the process is continuous, the mechanisms and techniques need

to be examined periodically to see whether they are promoting the process or not. Some new dimensions may be added and those which fail to serve the cause may be executed.

4. Research methodology

The research activity in the area of HRM/HRD is increasing and still there is a lot of scope for research to study the practices and their impact. An attempt is made in this study to assess the levels of the utilization of the human resources as well as to the functional status of the human resources in the units. Further, the study attempted to trace the various problems deficiencies and bottlenecks existing in various stages in the organization. Moreover, this study suggests remedial measures and action programmes for the optimum utilization of human resources in the industries studied taking into account the in short and long term perspective.

5. Objectives of the Study

- To assess the role of human resource in the industry and also determine the functional status of the HRD in selected organizations.
- To trace the problems, bottlenecks and deficiencies arising in various spheres of HR.
- To suggest feasible and amicable strategies for the optimum utilization of the human resources and also for the up-gradation of the skills of the human resources to face the challenges emerged in the existing and future scenario.

6. Selection of units for the study

The main objective of the study is to assess the levels of the utilization of human resources as well as to determine the functional status of the units. Keeping the above aspects under consideration, the study selected two large scale industrial units viz., Hindustan Petroleum Corporation Limited (HPCL) and Coramandal Fertilizers Limited (CFL). Moreover, these two units are most prestigious in situations in the Andhra Pradesh and also in the country. Further, the Petrochemical and Fertilizer industrial sectors are one of the fast growing sectors in the country and also several under strategic changes have taken place in these sectors. Hence, there is a permanent need for the optimum utilization of human resources to face the challenges that have emerged in the existing and future scenario in short and long-term perspectives.

7. Item validity of the employees' tools, critical ratio values comparing the upper 27% and lower 27% groups

Among the 46 statements compared all items critical ratio values are significant indicating item validity. Only one item namely statement No. 38 is significant at 0.05 level and the remaining 45 statements are significant at 0.01 level. Employees' opinion description questionnaire (statements 46) all critical ratio values are found to be significant indicating item validity of each statement of the total test dealing with reference to HRD in the petrochemical industries related to employees.

Not significant : None of the statements in the questionnaire were not significant.

- 0.01 level : Among the 46 statements, as many as 45 statements are significant at 0.01 level indicating the item validity of the total test namely HRD in industries.
- 0.05 level : The remaining one statement namely statement no. 38 is significant at 0.05 level.

Table 1: Item validity of employees – Critical ratio values, comparing the upper 27% and lower 27% groups

Variable	Statistics	Q_1	Q_2	Q_3	Q_4	Q_5	Q_6	Q_7	Q_8	Q_9	Q_10	Q_11
Lower	Mean	1.33	1.90	1.91	1.46	1.28	1.51	1.92	1.63	2.29	1.57	0.99
	St.Dev.	1.12	0.82	0.86	0.73	0.93	0.87	0.66	1.15	0.99	0.87	0.66
Upper	Mean	1.86	3.39	2.99	2.95	3.21	3.20	2.55	2.59	3.01	2.84	2.66
	St.Dev.	1.03	0.49	0.75	0.40	0.64	0.65	0.94	0.80	0.63	0.82	0.48
Critical Ratio		3.74**	16.82**	10.20**	19.36**	18.50**	16.78**	5.91**	7.42**	6.63**	11.44**	21.99**
		Q_12	Q_13	Q_14	Q_15	Q_16	Q_17	Q_18	Q_19	Q_20	Q_21	Q_22
Lower	Mean	1.56	1.37	1.57	1.28	1.03	1.04	1.76	0.57	1.42	1.17	0.94
	St.Dev.	0.69	0.83	1.31	1.16	0.88	1.22	1.35	0.50	1.40	1.19	0.80
Upper	Mean	3.54	2.81	2.64	2.78	2.96	3.17	2.48	2.58	2.63	2.13	2.88
	St.Dev.	0.50	1.00	1.27	0.54	0.78	1.00	0.96	0.90	0.59	1.41	0.88
Critical Ratio		25.07**	12.01**	6.29**	12.66**	17.68**	14.52**	4.70**	21.09**	8.59**	5.63**	17.54**
		Q_23	Q_24	Q_25	Q_26	Q_27	Q_28	Q_29	Q_30	Q_31	Q_32	Q_33
Lower	Mean	1.16	1.59	0.73	1.34	2.34	1.76	1.88	1.02	0.90	1.20	1.23
	St.Dev.	0.87	0.96	0.97	0.78	0.66	0.98	1.31	1.25	1.32	0.79	1.01
Upper	Mean	2.71	3.42	3.28	3.06	3.11	3.23	2.95	2.16	2.42	2.68	2.94
	St.Dev.	0.56	0.60	0.87	0.64	0.81	0.45	0.66	1.11	0.86	0.91	0.72
Critical Ratio		16.20**	17.41**	20.98**	18.36**	7.92**	14.79**	7.89**	7.35**	10.41**	13.17**	14.86**
		Q_34	Q_35	Q_36	Q_37	Q_38	Q_39	Q_40	Q_41	Q_42	Q_43	Q_44
Lower	Mean	1.11	0.69	0.75	0.67	2.66	1.39	1.03	1.37	1.18	1.31	1.28
	St.Dev.	1.03	0.62	0.69	0.99	1.02	1.00	0.75	0.89	0.89	0.94	0.93
Upper	Mean	2.45	2.56	2.56	2.73	2.91	2.68	2.62	2.95	2.50	2.82	3.21
	St.Dev.	1.27	1.05	0.96	0.64	0.69	0.88	0.83	0.66	1.51	0.84	0.64
Critical Ratio		8.85**	16.50**	16.48**	18.96**	2.18*	10.37**	15.31**	15.36**	8.11**	12.95**	18.50**
		Q_45	Q_46	Total								
Lower	Mean	1.76	1.16	62.99								
	St.Dev.	1.35	0.87	8.85								
Upper	Mean	2.48	2.71	129.01								
	St.Dev.	0.96	0.56	10.05								
Critical Ratio		4.70**	16.20**	53.09**								

Table 2: Industry wise distribution of the sample

Industries	Sample	Per cent
(HPCL)	200	50.0
(CFL)	200	50.0
Total	400	100.0

The distribution of the sample employees from the above said two organizations in to different groups by their socio-economic variables presented the following variables taken as criteria and tabulated as follows.

The following independent variables were studied for employees.

- Gender
- Age
- Qualification
- Designation
- Department
- Experience
- Income

Table 3: Gender-wise distribution of sample employees from the selected industries

Gender	HPCL	CFL	Total
Male	167 (83.5)	171 (85.5)	338 (84.5)
Female	33 (16.5)	29 (14.5)	62 (15.5)
Total	200 (100.0)	200 (100.0)	400 (100.0)

Out of the selected employees from the HPCL majority (83.5%) are male and the remaining 16.5 per cent are female. From the total sample from CFL higher group (85.5%) are male and few (14.5%) are female employees. In both of the sectors male participation is significantly more than female category.

Table 4: Age-wise distribution of sample employees from the selected industries

Age	HPCL	CFL	Total
Below 30	17 (8.5)	5 (2.5)	22 (5.5)
30 – 40	68 (34.0)	77 (38.5)	145 (36.3)
41 – 50	83 (41.5)	90 (45.0)	173 (43.3)
Above 50	32 (16.0)	28 (14.0)	60 (15.0)
Total	200 (100.0)	200 (100.0)	400 (100.0)

In both the sectors majority of the employees are in the age-group of 41-50 years i.e. middle age-group.

Table 5: Education-wise distribution of sample employees from the selected industries

Education	HPCL	CFL	Total
Diploma	37 (18.5)	67 (33.5)	104 (26.0)
Degree	59 (29.5)	88 (44.0)	147 (36.8)
Engineering	62 (31.0)	25 (12.5)	87 (21.8)
P.G.	42 (21.0)	20 (10.0)	62 (15.5)
Total	200 (100.0)	200 (100.0)	400 (100.0)

The above table presents the distribution of the employees from the selected HPCL and CFL by their education levels. Out of the selected employees from the HPCL 31.0 percent of the employees are with engineering qualification, 29.5 per cent are degree holders,

21.0 per cent are P.G. level and the remaining 18.5 per cent are having diploma qualification. From the total sample from CFL higher group (44.0%) are with degree qualification, 33.5 per cent are having diploma, 12.5 per cent are engineering qualified and the remaining 10.0 per cent are P.G. level education. In the CFL industry majority of the employees are with higher qualifications whereas in HPCL majority are degree holders and below the required qualifications.

Table 6: Designation-wise distribution of sample employees from the selected industries

Designation	HPCL	CFL	Total
Worker	63 (31.5)	61 (30.5)	124 (31.0)
Supervisor	32 (16.0)	32 (16.0)	64 (16.0)
Clerk	43 (21.5)	55 (27.5)	98 (24.5)
Engineer	35 (17.5)	38 (19.0)	73 (18.3)
Officer	27 (13.5)	14 (7.0)	41 (10.3)
Total	200 (100.0)	200 (100.0)	400 (100.0)

The table 5.6 explains the distribution of the employees from HPCL and CFL by their designations. Among the selected employees from the HPCL 31.5 percent are workers, 21.5 per cent are clerks, 17.5 per cent are engineers, 16.0 per cent are supervisors and the remaining 13.5 per cent are officers. Out of the total sample CFL employees higher group 30.5% are workers, 27.5 per cent are clerks, 19.0 per cent are engineers, 16.0 per cent are supervisors and only 7.0 per cent are officers.

Table 7: Distribution of sample employees by income in the selected industries

Income	HPCL	CFL	Total
Below 10,000	13 (6.5)	17 (8.5)	30 (7.5)
10,000 – 12,000	62 (31.0)	71 (35.5)	133 (33.3)
12,000 – 14,000	90 (45.0)	81 (40.5)	171 (42.8)
14,000 – 16,000	15 (7.5)	13 (6.5)	28 (7.0)
16,000 – 20,000	20 (10.0)	18 (9.0)	38 (9.5)
Total	200 (100.0)	200 (100.0)	400 (100.0)

In both the firms, majority of employees are getting between the pay band of Rs. 12,000 to 14, 000 per month.

8. Conclusion

The study took HPCL and CFL to understand HRD practices and found that there is a significant difference between the employees of the two firms on factors of openness; factors of trust; collaboration; appraisal; working environment; training; experimentation; general climate; HRD mechanism and the factors of mission. It was also found that there is no significant difference between the employees of the two industries on total HRD factors. In order further improve the working environment and productivity

for both the firms, the study suggested that the superiors have to take personal interest to expose the employees to share their views by being friendly with them.

Today HRD is not an isolated practice or a department in the organisation. It is a force, which binds the whole organisation. It is the aspect, which solves the problems related to human resource in the organisation. The results of the personal interviews conducted in the two production units suggested that in both the organizations employees felt HR practices are good but at the same time improvement is required to make workers feel happy. Employees felt that they are alienated from the decision making process. The superiors have to create informal group meetings where people can share their experiences. Every day review of the work would enable employees feel more comfortable and would thereby improve their performance.

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