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Research Article

**A STUDY ON HRD PRACTICES AMONG OPERATIONAL LEVEL EMPLOYEES
WITH SPECIAL REFERENCE TO INTEGRAL COACH FACTORY (ICF),
CHENNAI**

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ABSTRACT

Human resource is one of the most important factors of production. The importance of human factor in any type of endeavour need not be overemphasized. It plays a crucial role in the development process of modern business. Development of any organization is possible only through efficient and committed man power. In fact, all the development process emerges from human mind. Human factor is animate, active and living. It is more complex and unpredictable in behaviour. It is only this resource which appreciates the value with the passage of time. As time passes, human factor becomes experienced, matured and skilled. The other factors that have increased the importance of human resources are the labour enactments and the emergence of labour organization. Various laws such as Factories Act, Employee State Insurance Act, Workmen's Compensation Act etc., have been passed to maintain minimum standards of treatment of personnel. Fear of opposition by labour unions is another reason for recognizing human factor with greater respect.

This study was conducted by Human Resource Development Practices among operational level employees with reference to Integral Coach Factory (ICF) of Indian Railways located at Perambur, Chennai. It is one of the largest and most integrated coach manufacturing public sector enterprises in India.

Key Words: Human Resource Development, Organizational Development, Organizational climate

INTRODUCTION

The business environment of the 21st century is globally competitive, customer centric, talent dependent, information based, continually changing, technology driven and increasing organizational vulnerability, demanding uninterrupted capital flow. Against this backdrop, business organizations have to grapple with acquisition, development and retention of human resources towards increased productivity, provision of quality service, building appropriate organizational culture, leadership, innovation, and commitment.

One of the fundamental tasks of any organisation is to manage human resources effectively to achieve its objectives. Success of any business enterprise depends significantly upon its ability to predict and have control over human behaviour. In fact, product improvements are generated by people. Creative and innovative products and services are developed and modified only through intensive planning and efforts of human resources. A successful product is developed using knowledge as a core competence of the company. “Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished”.

A thorough re-orientation in the attitude of the workforce is the need of the hour, to respond to the challenges lying ahead of them. Man power management is undoubtedly the most decisive factor. The most sensitive and the critical areas of management should be handled with the utmost care and diligence. It is always the people who are the victims of any change in policies, guidelines or methods. Their attitude, behaviour, commitment, and interpersonal relationship are changed for the development of the organization. The human resources are indispensable to achieve both individual and organisational efficiency.

HRD IN INTEGRAL COACH FACTORY (ICF), CHENNAI

Integral coach factory is one of the largest public sector manufacturing industries in India. The present economic environment has posed new challenges as well as opportunities to the manufacturing industries. To survive in an intensively competitive business world, ICF must gear up its HRD practices to improve efficiency. The crucial factor that makes a big difference in the competitive business world of any manufacturing industry is the human resource. In order to achieve the competitive efficiency, ICF is duty-bound to implement rigorous HRD practices. These practices must be segmented for different levels of

management appropriately in order to attain individual efficiency as well as organisational efficiency.

ICF is an organisation where the need and importance of human element cannot be ignored. A thorough re-orientation in the attitude of the workforce is the need of the hour to respond to the challenges lying ahead of them. Man power management is undoubtedly the most decisive and sensitive of the critical areas of management, to be handled with utmost care and diligence. It is always the employees who are the victims of any change in policies, guidelines, rules and regulations and methods of an organization. Their attitude, behavior, commitment, and interpersonal relationships are changed either for the better or for the worse of the organisation. The changed environment has posed serious challenges before the company managements. They have to fall in line with the global standards to remain competitive in the world market. Hence, the Human Resource Development Department has to play a proactive role in shaping the workforce to face the challenges.

HRD PRACTICES AMONG OPERATIONAL LEVEL EMPLOYEES IN ICF

Operational level management in an organisation plays a vital role in increasing its efficiency by executing the actual tasks according to the directions of middle management and limitations set by top management. So HRD plays a significant role in increasing the efficiency of operational level employees by its sub systems called training and development. The training to the operational level employees should fulfill the following objectives:

- ❖ Training must make an attitudinal change by creating awareness of the overall process, the role of different sections of employees, the managerial responsibility and the importance of communication and participation.
- ❖ It must enhance skills both in operational and managerial areas.
- ❖ It must make redeployment possible by providing the training needed for an employee to move to a new job in a new environment.
- ❖ It must orient new entrants in the organisation to the discipline and culture requirements of the organisation.
- ❖ It was realized that proper orientation and training should be given to new entrants.

RATIONALE AND IMPORTANCE OF THE STUDY

Human Resource is considered to be very crucial in an organisation's well being. Presently, ICF has started realizing that human resources are the most important of all their assets based on the emerging values of humanization. HRD sector is the most effective instrument for India's economic development; hence developing human resources for this sector has become essential to achieve the organisational and national objectives. In spite of the rapid technological advancements, human resource remains the backbone of the organisational structure of ICF, which undertakes the unique and crucial responsibility of transforming their operational system into a modern one.

OBJECTIVES OF THE STUDY

- ❖ To examine the factors influencing the HRD subsystems of operational level employees in the organisation.
- ❖ To identify the influence of HRD subsystems on HRD climate.
- ❖ To study the views of operational level employees on HRD climate, HRD mechanism and to suggest ways and means to improve their efficiency level.

HYPOTHESES OF THE STUDY

- ❖ The subsystems of HRD and their effectiveness are independent of personal profile of operational level of employees.
- ❖ The impact of HRD subsystems on the HRD climate is significant.

RESEARCH METHODOLOGY

Area of the Study

1. Literature: This study started with the literature survey through various journals, magazines, publications of the Indian Railways, besides annual reports and official records of Indian Railways.

2. Design of Questionnaire: The questionnaire was specifically designed to accomplish the objectives of the study. The first section collected information personal profile of the respondents. The second section was HRD climate and practices of operational level employees.

3. Design of sample survey: Sample size of the study constitutes 75 respondents. Non-Random sampling method was adopted in this study where students were approached directly and requested to fill the questionnaire.

4. Data collection Method: Primary data was collected by means of a structured questionnaire to conduct the study and arrive at conclusions based on the findings.

5. Interpretation of the result: Finally the results that emerged from the study was analyzed and interpreted and suitable conclusions were drawn from those results.

REVIEW OF LITERATURE

Clatt, F. Veugh and Bernard Asbell, (1975) HRD aims at raising the productive potentialities of manpower resources in any organisation there by accomplishing the organisation's objectives "to improve output, productivity and efficiency of the organisation by utilizing people's mind as well as their hands".

Alexander Ardichvili & Alexander Gasparishvili (2001) examined the issues and problems faced by the human resource development (HRD) system in the Russian industry, and identified future trends for the development of this system.

Behera K C (2006) dealt with the importance of Human Resources finding a place in the Balance Sheet and clearly explained the reasons for taking HR as assets in the balance sheet and different approaches to Human Capital Valuation. The author concluded emphasizing on HR i.e. it was purely a non-financial asset that found so far no place in the balance sheet. The size and constituent of balance sheet totally depended upon the effort and the quality of human resource.

Dev Raj Adhikari (2010) - A firm's competitiveness depends on its capacity to manage performance and improve the development of the skills and competencies of employees – creating a learning environment. Although the Nepalese economy has embraced an open market policy and is attempting to join the global market, competitive advantage is being hindered by a failure to address human resource development (HRD) and by poor performance management (PM) practices. This paper seeks to address this issue. In order to

manage PM in Nepalese organisations a clear link between organisational objectives and outcomes should be established by developing a human capital base in organisations. HRD professionals help to integrate HRD functions and organisational objectives by creating a learning environment.

LIMITATIONS OF THE STUDY

- 1. Sample Size:** Sample Size is limited to 75 respondents only which may not be representatives of universe. A large sample could not be taken due to limited time.
- 2. Area of the Study:** The Study is limited only to operational level employees only.
- 3. Unwillingness and inability of the respondents to provide information:** Especially question regarding the demographical factors. Many persons were unable to answer accurately due to ignorance of facts.
- 4. Time constraints:** Time available at the disposal was not enough. Therefore it was not feasible to go in depth and choose wider area.

DESCRIPTION OF STATISTICAL TOOL USED:

The gathered data have been analysed with the application of appropriate statistical tools like Parametric paired t-test, one sample t-test and ANOVA were carried out with the help of Statistical Package of Social Sciences (SPSS) which resulted in varied observations and interpretations regarding the dimensions of HRD practices.

PERSONAL PROFILE OF THE OPERATIONAL LEVEL EMPLOYEES IN ICF

An analysis of the personal profile of age, education, monthly salary, total work experience and present work experience of the operational level employees in ICF is presented below

(i)PERSONAL PROFILE OF OPERATIONAL LEVEL EXECUTIVES IN ICF

TABLE- 1

Sl.No	Personal details	Classification	Frequency	Percentage
1	Age	a. Below 25 years	06	8.0
		b. 26-35 Years	12	16.0
		c. 36-45 Years	15	20.0
		d. 46-55 Years	20	26.7
		e. 55 Years & above	22	29.3
		Total	75	100.0

2	Education	a. Diploma/ITI	50	66.7
		b. UG	15	20.0
		c. PG	10	13.3
		Total	75	100.0
3	Monthly salary	a. 10000-15000	55	73.3
		b. 15000-20000	11	14.7
		c. Above 20000	09	12.0
		Total	75	100.0
4	Total work experience	a. 10-15 yrs	31	41.3
		c. 15-20 yrs	29	38.6
		d. Above 20 yrs	15	20.0
		Total	75	100.0
5	Work experience in the present company	a. Less than 5 yrs	30	40.0
		b.5-10yr	25	33.3
		c. Above 10 yrs	20	26.6
		Total	75	100.0

(Source: Primary data)

Of the operational level employees of the organisation it was observed that in terms of the education there was a higher concentration among the diploma holders. Their salary according to stratified remuneration structures prevent in the job industry accords to the level 10000-15000. Hence there was a balance established between the levels of education and the salary component. Finally comparing the total experience records on-the-par basics between the years employed which was predominantly in the category of less than five years.

Hence to conclude there was ample place for positive skewness among the variables. There was no semblance for co-variation among the variables under discussion.

Impact of HRD subsystems on effectiveness variables among operational level employees

(ii) Impact on individual efficiency

Table – 2.1

Individual efficiency model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875(a)	.765	.763	1.51149

a Predictors: (Constant), Training

Table – 2.2

ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1099.270	1	1099.270	481.162	.000(a)
	Residual	338.123	148	2.285		
	Total	1437.393	149			

b Dependent Variable: IE

Table –2.3

Coefficients(a)

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.196	.695		7.479	.000
	Training	1.077	.049	.875	21.935	.000

a Dependent Variable: IE

From the tables 2.1, 2.2, 2.3 it is found that the HRD element, training explains 76.5 percent variation in the individual efficiency (R – Square = 0.763) with F value 481.162 and the coefficient of regression is highly significant (t = 21.935). This shows training to operational level employees helps them to attain individual efficiency.

(iii) Impact on organisational efficiency

Table – 3.1

Organisational efficiency model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.899(a)	.809	.807		1.43213

a Predictors: (Constant), Training 0)

Table – 3.2

ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1283.847	1	1283.847	625.964	.000(a)
	Residual	303.547	148	2.051		
	Total	1587.393	149			

b Dependent Variable: OE

Table – 3.3

Coefficients(a)

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.014	.579		6.936	.000
Training	1.200	.048	.899	25.019	.000

a Dependent Variable: OE

From the tables 3.1 3.2, 3.3 it is found that the HRD element training gives the contribution of variance 80.9 percent of the total variance in the organisational efficiency (R - square =0.809) and (F = 625.964, t = 6.936)in the co-efficient table. So it is concluded that the training to the operational level employees increased the efficiency of the organisation significantly.

(iv) Impact on productivity

Table – 4.1

PRODUCTIVITY MODEL SUMMARY

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.896(a)	.803	.802		1.42663

a Predictors: (Constant), training

Table –4.2

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1228.753	1	1228.753	603.729	.000(a)
	Residual	301.220	148	2.035		
	Total	1529.973	149			

b Dependent Variable: PDY

Table – 4.3

COEFFICIENTS (A)

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.378	.687		7.828	.000
Training	1.147	.047	.896	24.571	.000

a Dependent Variable: PDY

From the tables 4.1, 4.2, 4.3 it is found that the training contributes 80.3 percent variation in productivity (R square =0. 803, F = 603.729, t= 24.571). So it is concluded that training plays a vital role in increasing the productivity of the organisation through operational level employees.

(v) Impact on environmental changes

Table – 5.1

Environmental changes model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854(a)	.730	.728	1.65832

a Predictors: (Constant), Training

Table – 5.2

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1100.355	1	1100.355	400.124	.000(a)
	Residual	407.005	148	2.750		
	Total	1507.360	149			

b Dependent Variable: ENC

Table –5.3

Coefficients(a)

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.133	.597		10.275	.000
	Training	1.018	.051	.854	20.003	.000

a Dependent Variable: ENC

From the tables 5.1, 5.2, 5.3 it is ascertained that the training explains 73.5 percent variation in environmental changes in the organization (R – square0.730, F = 400.124, t = 20.003). The regression is highly significant, so training to operational level employees helps to change environment of the organisation in a constructive and productive way.

Impact of personal effectiveness variables on HRD climate among operational level of employees.

SUGGESTIONS

The Operational level employees agreed to identify the needs for training to withstand competition and improve work environment. The innovative training played a very important role among the operational level employees to develop their potentiality.

Training helped the operational level employees to attain a fruitful HRD climate suitable to meet future challenges and emerging competition.

The HRD element of operational level employees was absolutely indispensable to create a productive HRD climate.

It was found that the arrangement of different training programs had increased the productivity which was the ultimate goal of the organisation.

Training helped them to participate in the developmental activities and to eradicate the organisational impediments. The operational level employees felt that the periodic training was their organisational and individual right.

Periodic motivational programmes and clinics by the top management may be conducted to interact with all the employees individually. It would enable them to express their opinion about the present scenario of the organisation and developmental activities.

CONCLUSION

Human Resource Development practices play a vital role in empowering the employees in any industry and using their potentiality, knowledge and skills to improve the organisational efficiency and productivity. Some organisations are practicing HRD only for the benefit of the organisational efficiency without focusing on development of the individual employees. The flexible behaviour and obligable approach of the ICF executives in the organisation attracts the top management to employ the strategies to empower all levels of management so as to extract maximum potentials from them.

If ICF introduces the change management techniques and training infrastructure suitable to all levels of employees, then it will further brighten the prospects of the organisation. It will also meet the present innovative technological requirements.

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