

## **An empirical study on perception and attitude of employees towards HRD practices with special reference to Western Coalfields Ltd., Nagpur**

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### **Abstract:**

There will be a positive impact on the enterprise if the HRD practices are perceived in a positive sense by the employees. Similarly, the employees will have positive attitude towards the management if they are satisfied with the HRD practices. If they are not satisfied, they will have negative attitude and this will affect their job satisfaction, which they derive from the organization. HRD practices influences job satisfaction among the employees, where HRD practices includes Recruitment and Selection procedure, Training and Development Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization.

**Aim:** This study is focused on studying the perception and attitude of employees working in Western Coalfields Ltd, Nagpur towards Human Resource Development practices applied in their organization.

**Method:** The study is performed by using descriptive type of methodology. The study depends on both primary as well as secondary data. The data collected from 100 employees of WCL by using well-structured questionnaire constitute the primary data. The information gathered through books, journals, magazines, reports, dailies consists of secondary data. The data collected are scrutinized, edited and tabulated.

**Conclusion:** It is concluded that the HRD practices applied by WCL have profound impact on employee's psychology and motivates them towards their job in a creditable manner. It is also known that the management of WCL is taking determined efforts in solving the problems of employees with its own grievances redressal cell.

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**Keyword:** Perception, Attitude, Human Resource Development, etc.

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### **1. HUMAN RESOURCES (HR):**

Management is concerned with the accomplishment of organizational objectives by utilizing its physical and financial resources through the efforts of human resources. The term 'Human Resources' is quite popular in India with the institution of 'Ministry of Human Resource Development in the Union Cabinet'. According to Leon C. Meggionson, the term 'human resources' can be thought of as, "the total knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce, as well as the value, attitude and beliefs of the individuals involved".

Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals.

A nation with abundant physical resources will not benefit itself unless it makes use of its human resources. Infact the human resources are solely responsible for making use of the physical and natural resources and for the transformation of traditional economies into modern and industrial economies. In essence, "the difference in the level of economic development of the countries is largely a reflection of the differences in quality of their human resources. The key element in this proposition is that the values, attitudes, general orientation and quality of the people of a country determine its economic development". The success of any organization largely depends on the efficient human resource development, apart from its operations, marketing, and sales.

### **1.1 NEED FOR THE STUDY**

The man power must be properly recruited, nourished and utilized. Every organization must have its own human resource policies, procedures, rules, regulations, strategies and so on. For this purpose, the organization must have separate department called HRD, which will all the times strive to manage and develop the human resource in organization.

If the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. Similarly, if the employees are satisfied with the HRD practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude of the employees basically depend the job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by HRD practices viz, Recruitment and Selection procedure, Training and Development Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization.

To assess the employee and employer relationship, organizations have to continually conduct the surveys on the employee reactions to the managerial practices. Though there are some studies in this field, there are some gaps in them. The information provided by them is not suitable and sufficient for present context. More over in review of literature some missing links are observed. So, this study is to be conducted to fill the gap and also add to the existing literature in the field of HR practices, considering of Western Coalfields Ltd. (WCL).

### **2. Literature Review:**

Appa Rao, Narayana and Murty (2014)<sup>1</sup> in their article on Human Resources Development System in Changing Global Environment –Challenging Task described Some of the important HRD sub-systems like Management's Policy on HRD, Potential Appraisal, Organizational development (OD) ,Employee Development ,Redressal of Grievances ,Performance appraisal ,Career planning ,Employee Development and Training.

Heather C. Kissack and Jamie L. Callahan (2010)<sup>2</sup> in their study on The reciprocal influence of organizational culture and training and development programs: Building the case for a culture analysis within program planning demonstrated that training designers can, and should, account for organizational culture during training needs assessments. Utilizing the approach and arguments in Giddens' structuration theory, the paper conceptually applies these tenets to training and development programs within organizations. Within a typical analysis-design-develop-implement-evaluate (ADDIE) training model, relationships between organizational culture and each step of the training are conceptually available. Organizational culture shapes, influences, and redefines training programs which, in turn, shape, influence, and redefine organizational culture. Including a culture analysis within program planning will ultimately alleviate many of the problems that may arise during the implementation of a training and development program because of cultural resistance and/or clash of values between culture and training.

Lawler, Edward. (2006)<sup>3</sup> in the study on Job Attitudes and Employee Motivation: Theory, Research and Practice. Personnel Psychology: Research on job attitudes and motivation has

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<sup>1</sup> Appa Rao S, Dr M S Narayana and Dr T N Murty, "Human Resources Development System in Changing Global Environment –Challenging Task" Abhinav National Monthly Refereed Journal of Research In Commerce &Management , Vol. III, Jan.14, ISSN 2277-1166, P:40-45, Mumbai

<sup>2</sup> Heather C. Kissack and Jamie L. Callahan, "The reciprocal influence of organizational culture and training and development programs: Building the case for a culture analysis within program planning" Journal of European Industrial Training, Vol. 34 Iss: 4, pp.365 –380.

<sup>3</sup> Lawler, Edward. (2006). Job Attitudes and Employee Motivation: Theory, Research and Practice. Personnel Psychology. 23. 223 - 237. 10.1111/j.1744-6570.1970.tb01652.x.

shown that the relation between satisfaction and performance is a complex one. Satisfaction is an indicator of an employee's motivation to come to work but influences job performance very indirectly. Performance can under certain conditions directly influence satisfaction. Models for extrinsic motivation and for intrinsic motivation based on the interaction of expectancy, instrumentality, and importance attitudes are described. Implications for practice are presented. According to Choube D. et al. (2015)<sup>4</sup>, the most important responsibility of a modern manager is to ensure his/her staff members are motivated but the complexity of the modern working environment is making it increasingly difficult but comes along with new methods of dealing with it. Thus, the researcher investigates the employee attitude towards motivational practices. Some of the motivational practices are job simplification, job enlargement, job rotation, job enrichment, rewards, employee participation, quality of work life program, five day work week, flextime, employee assistance program, autonomy, recognition, clearly defined work responsibilities and goals, education and training opportunities, career opportunities, etc. For this study, the research design chosen is descriptive in nature and the sampling technique chosen is convenient and random sampling. The universe of their study includes telecom sector organisations like idea, airtel, uninor, Vodafone, BSNL, etc. in Dehradun. A sample of 106 respondents is collected from the universe. The collected data after being coded is analyzed using Statistical Package for Social sciences Research (SPSS) and various statistical tools like Mean, Standard deviation and ANOVAs Test are applied based on hypotheses and matching variables. It has been observed that the employee attitude towards motivational practices differ significantly across different demographic characteristics of the respondents.

### **3.1 Objectives of the study:**

1. To identify the demographic characteristics of employees working in selected unit of WCL
2. To examine the HRD practices followed in selected unit of WCL
3. To perceive the attitude of employees working in WCL towards the HRD practices.

### **3.2 Hypothesis:**

H<sub>0</sub>: There is no significant difference in the attitude towards HRD Practices among the employees of different gender and age.

### **3.3 METHODOLOGY OF STUDY:**

**Sources of Data:** The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The data collected from the non-supervisory cadre of employees by using well-structured questionnaire constitute the primary data. The information gathered through books, journals, magazines, reports, dailies consists of secondary data. The data collected are scrutinized, edited and tabulated. The data are analyzed using SPSS (Statistical Package for Social Science).

## **4. DATA ANALYSIS:**

In the present research, employee's perception and attitude towards HRD practices are studies where the perception and attitude of the employees is studies on based on ten factors viz., work is interesting, co-operation is encouraged in the organization, acceptable policies, pay and allowances, working environment, training and development programs, recognition and respect, grievance redressal, enough opportunities, and overall atmosphere.

**Table 1 Descriptive Statistics**

	N	Mean	Std. Deviation
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<sup>4</sup> Chaubey, Dhani & Rawat, Babita & Khugshal, Richa. (2015). EMPLOYEE ATTITUDE TOWARDS MOTIVATIONAL PRACTICES: AN EMPIRICAL STUDY. Sona Global Management Review. Volume 9.

The nature of work is interesting and not leading to monotonous	100	3.5400	1.22615
The interpersonal relationship in the organization is encouraging to co-operate.	100	2.9600	1.33273
The organization and management policies are acceptable	100	3.2000	1.30268
Pay and allowances are adequate.	100	3.3800	1.37642
Working environment is favorable.	100	3.0200	1.38520
Training and development programmes are enough to update my skill and knowledge	100	3.6600	1.18253
Employees are given recognition and respect for their work.	100	3.0200	1.42829
Grievance redressal mechanism is sound.	100	2.9000	1.41064
Enough opportunities are available to continue in the organisation.	100	2.9000	1.21023
Overall atmosphere is favorable to improve my skill.	100	3.2600	1.40432
Valid N (listwise)	100		

Above Table 1 shows the mean and standard deviation obtained from each of the factor representing preference and attitude of employees towards HRD practices. Higher mean indicates higher level of agreement towards particular factor. The overall satisfaction obtained is more than 3 which shows that employees agree that the overall atmosphere in their organisation is favourable and it helps in improving their skills.

#### **There is no significant difference in the attitude towards HRD Practices among the employees of different gender**

To study the significant difference in the attitude of male and female employees towards HRD practices in WCL, independent sample t-test is applied using SPSS ver.20, taking gender of respondents as grouping variable and factors representing attitude of employees as independent variables, where following results have been obtained:

**Table 2 Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
The nature of work is interesting and not leading to monotonous	.044	.834	.441	98	.660
The interpersonal relationship in the organization is encouraging to co-operate.	.214	.645	1.581	98	.117
The organization and management policies are acceptable	1.615	.207	1.631	98	.106
Pay and allowances are adequate.	.076	.783	1.174	98	.243
Working environment is favorable.	.933	.336	1.598	98	.113

Training and development programmes are enough to update my skill and knowledge	.337	.563	-1.426	98	.157
Employees are given recognition and respect for their work.	.021	.885	1.549	98	.125
Grievance redressal mechanism is sound.	.853	.358	1.711	98	.090
Enough opportunities are available to continue in the organisation.	1.957	.165	1.311	98	.193
Overall atmosphere is favorable to improve my skill.	.253	.616	1.588	98	.116

Table 2 shows the sig. (2-tailed) i.e. p-value obtained in case of all the factors is greater than 0.05 ( $p > 0.05$ ) which states that there is no significant difference in the attitude of Male and Female employees towards HRD practices followed in WCL.

**There is no significant difference in the attitude towards HRD Practices among the employees of different age groups:**

To study the significant difference in the attitude of male and female employees towards HRD practices in WCL, one-way ANOVA test is applied using SPSS ver.20, taking age of respondents as dependent factor and factors representing attitude of employees as independent variables, where following results have been obtained:

**Table 3 ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
The nature of work is interesting and not leading to monotonous	Between Groups	1.968	3	.656	.429	.733
	Within Groups	146.872	96	1.530		
	Total	148.840	99			
The interpersonal relationship in the organization is encouraging to co-operate.	Between Groups	5.302	3	1.767	.995	.399
	Within Groups	170.538	96	1.776		
	Total	175.840	99			
The organization and management policies are acceptable	Between Groups	4.487	3	1.496	.878	.455
	Within Groups	163.513	96	1.703		
	Total	168.000	99			
Pay and allowances are adequate.	Between Groups	8.160	3	2.720	1.456	.232
	Within Groups	179.400	96	1.869		
	Total	187.560	99			
Working environment is favorable.	Between Groups	2.545	3	.848	.434	.729
	Within Groups	187.415	96	1.952		
	Total	189.960	99			
Training and development programmes are enough	Between Groups	1.455	3	.485	.340	.796
	Within Groups	136.985	96	1.427		

to update my skill and knowledge	Total	138.440	99			
Employees are given recognition and respect for their work.	Between Groups	5.645	3	1.882	.920	.434
	Within Groups	196.315	96	2.045		
	Total	201.960	99			
Grievance redressal mechanism is sound.	Between Groups	.685	3	.228	.112	.953
	Within Groups	196.315	96	2.045		
	Total	197.000	99			
Enough opportunities are available to continue in the organisation.	Between Groups	1.962	3	.654	.439	.726
	Within Groups	143.038	96	1.490		
	Total	145.000	99			
Overall atmosphere is favorable to improve my skill.	Between Groups	10.055	3	3.352	1.738	.164
	Within Groups	185.185	96	1.929		
	Total	195.240	99			

Last column in Table 3 shows the sig. value i.e. p-value obtained in case of all the factors is found to be greater than 0.05 ( $p > 0.05$ ) which states that there is no significant difference in the attitude of employees of different age group towards HRD practices followed in WCL.

Hence, it is concluded that the hypothesis i.e. There is no significant difference in the attitude towards HRD Practices among the employees of different gender and age is **accepted**.

## 5. CONCLUSION:

On the basis of the results obtained from the study, it is concluded that the HRD practices followed by WCL have deep impact on employee's psychology and motivates them towards their job in a commendable manner. It is also known that the management of WCL is taking strenuous efforts in solving the problems of employees with its own grievances redressal cell. In order to infuse confidence among the employees the management of WCL is constantly involved in various training and developmental schemes for skill development. It can be further concluded that the employees have positive attitude towards the HRD practices followed in WCL. They perceive the HRD practice in a positive manner.

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