

HRD Practices in Some Industries in and Around Nashik Industrial Estates

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Introduction Of HRD

Human resource is one of the most vital resources of a country. The concept of HR is to develop the quality of human life. The development and improvement in the quality of human life which leads to the development of nation from all the segments. And improves their economic growth, which leads to rise in the GNP of the nation. But Only mere developments will not lead to success. There should be overall development from Infrastructure to the latest scientific development taking around the world. In a huge populated country like India the role of HRD assumes a special significance because it possesses in abundance but with poor quality due to the socio cultural and economic disparities. The real development of HR can be postulated only when the socio economic disparities does not exit in society. Such as religion, regional differences, and sexual dimensions. HR can be developed both in urban and rural areas when the religious catalyst are driven away and importance is given to education, training, employment, population control, and other social developments. The development of human resource is one paramount significance for economic development and also for improving the quality of life of the people. The changes in the market conditions, rising expectations of the employees and development in technology and changes in management practices have necessitated increased emphasis on HRD. The Indian experience presents a paradoxical picture of extremes, on the other side we see the rapid strides in space research and nuclear technology, proliferating stock of scientist and technologies, agriculture and industrial development. While on the other hand there is a picture of persisting poverty, hunger, malnutrition, high rates of illiteracy growing unemployment and brain drain. In India the decade of 1980's and 1990's are the decades of computer and HRD, and the last decade of this century is likely to continue to be a decade of new technologies in the field of management sciences including HRD. HRD is certainly a fascinating subject but at the same time it is confusing and complex one. It is fascinating because there are several dimensions of human resources which to be considered. And it is complex and confusing because it enters more into field of behavioral sciences or to put it precisely into the field of psychology rather than keeping itself confined to the field of management. It is needless to say that human competency development is an essential pre-requisite for any growth or development effort. Consequently many organizations both in public and private sector have set up new departments known as-“ HRD department” which symbolizes the recognition of importance of people competency development, which is sine qua non to cope with the advanced technologies in the field of computer, communication, electronics. The scenario of HR in Industries will also have the same structure, if there is improvement and change in working concepts with good quality, to improve productivity. Many organizations have created separate department from the last two decades in different parts of India. Industries like Mahindra & Mahindra, MICO, VIP, have different HR departments with more dimensions, but other industries as CEAT, ABB, JYOTI STRUCTURES, does not have well structured HR department. They are still trying to change their IR into HR. Apart from creation of separate departments; many organizations also have their corporate offices, through which their HR activities are followed. The purview is that many organizations follow the Western system and Management methodologies. Manpower planning, Training and development, Job

Rotation, Motivation are some of the fringe benefits of HRD practices. This paradoxical experience raises several crucial issues for serious consideration of which HRD is one.

Human resource is the development of mental abilities of people and the qualities which differs from person to person. It is basically the development of the people and the society. It differs in various facets. The essence of human resources is to bring out the best potentialities of a man by which he can materialize into productivity of real times. This needs an intensive change in the planning of the organizations by which they can have the maximum benefits of the available resources. The concept of HRD in which a large plethora of literature on HRD flooded in industries by which the employees were aware of HRD and were conceptually clear. HRD existed much before in industries, but the real concept of HRD started flourishing from the last five years where its effects are seen in Nashik industries at present. The first phase of HRD is training by which the employees can develop themselves by undergoing different trainings either technical or managerial. Basically everything is followed through training. Training plays an important role in the development of employee or the organization. Because, this increases the productivity and profits of the organization. A number of human resource development frameworks have come into existence from the last 10 years from various parts of the world. Indian organizations have begun to use these for improving their HRD system and its impact. The imminent personalities like T.V. RAO and UDAI PARIKH introduced HRD in Larsen and Tourbo in the year 1975. From there it has been shifted to other organizations in India. This paper examines the current status of structuring of the HRD functioning in 7 organizations of the satpur industrial area of Nashik. The data collected from these organizations shows that there is no structured HRD systems followed, because of poorly staffed and fails to meet the requirement of the structured HRD. With little bit experiences of the organizations this paper examines the pre requisites for the success of HRD in these organizations.

Research Methodology

This study is an empirical investigation of a micro nature covering the aspects of HRD in industries. The main objective is to obtain true insight in the practices in different large scale and medium scale industries. The basis of trend analysis as well as comparative analysis of the different manufacturing industries. This intended with the objective to evaluate strength and weakness of industries, on the overall performance basis. For this purpose employees development have been considered and they are compared with the relative figures of medium and large scale industries which enable us to judge the performance and growth of every industry under study. This research work is based on primary and secondary data. Primary data has been a major source of data collections. The views and opinions of different employees and managers concerned have been taken into interpretation. The total numbers of employees interviewed were 135 out of which 88 are employees, 33 are from management cadre and 14 are the trade union leaders. Specific break up of employees from 7 industries. In MAHINDRA & MAHINDRA 20, MICO 15, VIP 16, ABB 12, CEAT 10, JYOTI STRUCTURES 8, SWILL 7. From management cadre the break up is like this, MAHINDRA & MAHINDRA 7, MICO 7, VIP 7, ABB 5, CEAT 3, JYOTI STRUCTURES 2, and SWILL 2. From each industry 2 trade union leaders were interviewed.

Objective of The Study

1. To study working of HRD, keeping in view the development of employee in an industry.
2. To judge the interpersonal relationship between the management and the employees with regard to HRD in industry.
3. To study the change in approach and perception of a trade union leader with implementation of HRD in industry.
4. To observe the growth of employee with working of HRD in industry.
5. To find out whether there is an increase in productivity with implementation of HRD in industry.

Highlights of HRD Practises in 7 Companies.

For this research paper 7 industries of Satpur industrial estate of Nashik were selected viz MICO, MAHINDRA& MAHINDRA , VIP, ABB, SWILL, JYOTI STRUCTURES, CEAT, etc after going through deliberations, discussions, with the authorities following things can be highlighted.

1. Training is imparted by all the 7 industries to their employees either through their own training programmes or by deputing some employees to the recognized training institutes to undergo for relevant training programme.
2. In all the industries training is based on performance appraisal system, but not on potential appraisal system. This is a big lacuna on the part of training programmes to cope up with emerging trends in field of HRD.
3. The fed back system and counseling is followed by in the unsolved manner. Therefore one cannot get an idea regarding the feelings and the status of employees that where they stand in the organization to meet its promising challenges.
4. In MAHINDRA& MAHINDRA, MICO, VIP, CEAT, industries HR department is separated from the conventional personnel department it has created different impact on the morale, efficiency of employees and profitability of the organization. These companies have achieved ISO certification in due course of time only because of its proper emphasis on HRD practises.
5. It is also found that the industries emphasizing on HRD practices have achieved the achievements like employee satisfaction, TQM systems, welfare activities, quality outlook, Consumer satisfaction, cost reduction, etc.
6. Personality development of employees has been given due importance in some of industries where separate HRD department is functioning. It has ensured to develop competencies, skills and self confidence in employees.
7. The trade unions are also extending there support to the HRD activities which has ensured smooth and cordial relationship between employer and employees.

The following table no: 1 shows the break up of this 7 industries in the form of performance appraisal, training programmes, organizational development, HRD perception and approach of Trade union for the collection of required data the sample survey of 135 employees from all seven in organizations was done in the light of above points. The survey was conducted with the help of comprehensive questionnaire, personnel discussion and

deliberations with the employees and management. Accordingly the perception of employees with regards to HRD practices was on the following nature.

1. In MAHINDRA & MAHINDRA 36 employees were interviewed where nearly 31 % employees are aware of HRD practices, where as in VIP, MICO, CEAT and SWILL it is more or less same with the staggering percentage of 25 % to 34 %, however in case of ABB more than 40 % of employees are aware of HRD practices. Therefore there is a lot of scope to introduce HRD practices in all this organizations to improve the quality of workforce and ultimately the production and profitability of organizations.
2. In case of training programmes more weightage is given by MAHINDRA & MAHINDRA limited and very less weightage is given by SWILL limited, for the development of skills of employees. Therefore more emphasis is given on training n programme either inside or outside campus to extract good qualities of employees for enrichment of organization. So far as organizational development and performance appraisal is concerned very less importance is given to these aspects of HRD practices. Trade union is not that much aware and sincere to the HRD practices, what they should have been. Therefore all these organizations are facing problems either in one form or other which has affected the productivity, profitability, and marketing of the products.
3. With the critical analysis of the above table and to draw a concrete conclusion of the organizations, the following analysis is important.

Conclusion

1. HRD technique is indispensable in the industries of its rank and file, to develop a cordial rapport between the management and employees. . Homely atmosphere is required to motivate all types of employees not only to enhance the productivity and the profitability of the corporate world but also to increase its competitive strength to face the challenge of globalization.
2. The HRD department should be separated to that of conventionally functioning personnel department, to create better impact on the moral of employees. The employees are the assets of the organization and due attention should be given to there feelings, skills, perception and approach.
3. In every organization under study the performance appraisal system should be properly established, scientific and precise performance appraisal is the key factor to create integrity and loyalty among the employees towards the organization where they are employed. Unfortunately with few expectations this appraisal system is not looked after by the organization under the study.
4. Training is very much important to judge the capacity and capabilities of the employees; training is a sine-qua- non in the functioning of the organization. It enables the management to judge the depth of each employee in all respects and there by to deploy his/ her services in the appropriate department. Training ensures a commitment of the employee to the work and subsequently to the organization.

5. It is needless to say that apart from the ever changing scenario and steep competition in market the organizations under study are not that way so serious regarding the HR practices. Therefore this study recommends to them to workout precise modalities and methods suiting to the needs of organization for its better future in the future course of time.

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