



WWJMRD 2018; 4(4): 154-158

www.wwjmr.com

International Journal

Peer Reviewed Journal

Refereed Journal

Indexed Journal

UGC Approved Journal

Impact Factor MJIF: 4.25

E-ISSN: 2454-6615

Mr. T. Chandrasekhar Yadav

Assistant Professor MBA

Department Lakkireddy

Balireddy College of

Engineering, Mylavara, India

Dr. Meeravali Shaik

Stores & Purchases

Coordinator (i/c) Dept. of

Management Dr. A. P. J. Abdul

Kalam Iit – Ongole Rgukt-AP,

India

Dr. P.C. Saibabu

Reader Department of

Commerce Bapatla College of

Arts and Sciences, Bapatla,

India

Correspondence:

Mr. T. Chandrasekhar Yadav

Assistant Professor MBA

Department Lakkireddy

Balireddy College of

Engineering, Mylavara, India

Influence of Personal and Organizational Variables on Hrd Practices, Climate and Their Outcome

Mr. T. Chandrasekhar Yadav, Dr. Meeravali Shaik, Dr. P.C. Saibabu

Abstract

HRD variables are designed to link with Human Resource planning whereby employees contribute the maximum to the organization satisfying their own personal goals. The HR practices in IT companies are studied in general and the crucial subsystems, namely Organization efficiency increase, Productivity increase, Organizational culture change, Profitability, Employee satisfaction are analyses to know their impact on the working of the organization. The HRD climate of IT organizations are directly depends upon managerial effectiveness of the employees as well as the teamwork engagement and further found that work assessment of the employees plays a major role in developing the organization in the IT sector organizations. It shows that there is association between their managerial level and HRD climate. It is revealed that there is an association between income level of employees and their HRD climate perceptions. It is concluded that similar kind of perception towards HRD climate. It is informed that there is an influence of gender, age, managerial level, and experience and income factors of HRD climate in the selected organizations.

Keywords: HRD, Conducive employee

Introduction

HRD variables are designed to link with Human Resource planning whereby employees contribute the maximum to the organization satisfying their own personal goals. The HR practices in IT companies are studied in general and the crucial subsystems, namely Organization efficiency increase, Productivity increase, Organizational culture change, Profitability, Employee satisfaction are analyses to know their impact on the working of the organization.

Richa Chaudhary, Santosh Rangnekar & Mukesh Kumar Barua (2011), in his research study attempt to find how HRD climate existing in Indian organizations and occupational self – efficacy of employees. The research concluded that the occupational self - efficacy is a stronger predictor of employee engagement as compared to HRD climate. The study also highlights the importance of occupational self efficacy and HRD climate in the organizational context and adds to the academic literature on occupational self-efficacy, a construct which remained relatively unexplored.

Anil Kumar Singh (2011) in an empirical study attempts to understand the effects of HRD practices and organizational culture on managerial effectiveness. This study is based on primary data and which is obtained from 214 managers from public and private sector organizations. The research includes ME model, linear form and the results revealed that the HRD practices and organizational culture were strong predictors of managerial effectiveness both in the private sector and public sector organizations

Santhosh K. Mohanty & K. M. Sahoo (2012), in his study aimed at assessing the extent of HRD climate prevailing in IT industry in India. The data are collected from 543 employees working in seventeen IT organizations. The applications of mean and percentage analysis were clearly reviewed the study. It is found that moderate the HRD climate was prevailing in the IT the organizations. In comparison, it is found that OCTAPAC culture is more prevalent than the HRD Mechanism and general HRD climate in the IT industry.

Objectives of the Study

The objectives of the study are as follows

1. To survey the employees perception of HRD climate in the study domain.
2. To assess the HRD outcomes among the employees in automobile organization.

Methodology of the Study

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Study Area

The Survey is conducted in IT Companies located in Hyderabad city. Hyderabad hosts a number of IT companies making the study realistic and meaningful. As IT companies have entered the economic arena, their level of play has raised the economic standing of young and educated professionals. Hyderabad, being the metropolitan city, truly represents employees belonging to various strata of the society.

Sampling Size and Design

The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 250 Questionnaires were distributed and 250 collected out of which 230 completed questionnaires were found usable.

Sample Selection

The multistage random sampling method is applied to collect the primary data. The random sampling method is applied to obtain the responses from the employees. Hence, the multistage sampling method is justified to collect the samples from the automobile companies.

Scope of the Study

The study is comprehensive and analytical. The information collected from the data has been developed to a conclusion. The objective of the work focuses entirely on human resource practices in the selected IT companies. The approach of the study has been made with the view of the employees of IT companies located in Hyderabad city.

Data Analysis

The researcher considers the five important personal and organizational variables gender, age, income, experience and designation as independent variables. The association between independent variables and the cluster of Impact of HRD practices. The cross tab association is achieved through non parametric chi-square analysis of association and the results are presented below.

Hrd Practices-Mangerial Level

HRD practices and managerial level Cross tabulation

	cluster		level			Total
			JL	ML	SR	
clusters	Im-seekers	Count	114	0	0	114
		% within clusters	100.0%	.0%	.0%	100.0%
	Con-E	Count	116	25	0	141
		% within clusters	82.3%	17.7%	.0%	100.0%
	Rat-E	Count	70	0	25	95
		% within clusters	73.7%	.0%	26.3%	100.0%
Total		Count	300	25	25	350
		% within clusters	85.7%	7.1%	7.1%	100.0%

Im-seekers= Improvement seekers

Con-E= Conducive employee

Rat-E= Rational employee

From the above table, it finds that in junior level all the employees are improvement seekers. In the conducive employee segment 82.3% are junior level and rest (17.7%) are middle level employees. In the rational category 73.7%

employees are junior level and 26.3% are found to be senior level. This leads to a computation of Pearson's chi-square statistics as shown in the table below.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	108.676 ^a	4	.000
Likelihood Ratio	115.119	4	.000
Linear-by-Linear Association	45.042	1	.000
N of Valid Cases	350		

- a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.79.

From the above table, it shows that Pearson's chi square value = 108.676, P = .000 which are statistically significant at 5% level. Therefore, it can be concluded that there is a difference between the managerial level of the employees

and their perception towards HR practices. It can be concluded that the managerial level of the employees are very important to understand the perception towards HR practices.

Gender**Hrd Practices * Gender Cross tabulation**

			Gender		Total
			Male	Female	
clusters	IS	Count	114	0	114
		% within clusters	100.0%	.0%	100.0%
	CE	Count	96	45	141
		% within clusters	68.1%	31.9%	100.0%
	RAE	Count	0	95	95
		% within clusters	.0%	100.0%	100.0%
Total		Count	210	140	350
		% within clusters	60.0%	40.0%	100.0%

From the above table, it is examined that in the category of improvement seekers all the male employees are improvement seekers and 68% of conducive employees are

found to be male. Further 95% of rational employees is found to be female. This leads to a computation of Pearson's chi-square statistics as shown in the table below

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	222.340 ^a	2	.000
Likelihood Ratio	294.512	2	.000
Linear-by-Linear Association	210.302	1	.000
N of Valid Cases	350		

0 cells (.0%) have expected count less than 5. The minimum expected count is 38.00

From the above table, it shows that Pearson's chi square value = 222.340, P = .000 which are statistically significant at 5% level. Therefore, it can be concluded that there is a difference between the Gender of the employees and their

perception towards HR practices. This implies male and female employees do not have same perception towards prevailing HR practices.

Age**Cross tab between Hrd practices and Age**

			Age				Total
			BELOW 25	26 TO 35	36 TO 45	>45	
clusters	IS	Count	16	98	0	0	114
		% within clusters	14.0%	86.0%	.0%	.0%	100.0%
	CE	Count	0	128	13	0	141
		% within clusters	.0%	90.8%	9.2%	.0%	100.0%
	RAE	Count	0	0	85	10	95
		% within clusters	.0%	.0%	89.5%	10.5%	100.0%
Total		Count	16	226	98	10	350
		% within clusters	4.6%	64.6%	28.0%	2.9%	100.0%

In the category of improvement seekers majority (86.0%) of the employees are related to the age category of 26 to 35 years. only 14% of the employees are below 25 years group. with regard to the conducive employees 90.8% are related to the age category of 26 to 35 years. only 14% of

the employees are below 25 years age category. with regard to the category of rational employee majority (89.5%) of the employees are related to the age category of 36 to 45 years.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	322.285 ^a	6	.000
Likelihood Ratio	373.890	6	.000
Linear-by-Linear Association	216.213	1	.000
N of Valid Cases	350		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 2.71.

From the above table, it is found that Pearson's chi square value = 322.285, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that there is association between their age of the employees and their perception towards HR practices. The analysis concludes

with the employees in the age group <25 years, 26 – 35, 36 – 45, and above 45 not have similar kinds of perception towards the HR practices. The improvement seekers, conducive employees and rational employees are equally distributed over all the age of the employees.

Experience

Hrd practices and experience Cross tabulation

			experience			Total
			< 10	btw11 to 20	btw21 to 30 y	
client	IS	Count	114	0	0	114
		% within client	100.0%	.0%	.0%	100.0%
	CS	Count	72	69	0	141
		% within client	51.1%	48.9%	.0%	100.0%
	R-EM	Count	0	41	54	95
		% within client	.0%	43.2%	56.8%	100.0%
Total		Count	186	110	54	350
		% within client	53.1%	31.4%	15.4%	100.0%

In the category of improvement seekers all the employees are related to below 10 years category. with regard to the conducive employees category 51% are related to the below 10 years category. rest 48.9% of the employees are between 10 to 20 years age category. With regard to the

category of rational employee majority (56.8%) of the employees are related to the age category of 21 to 30 years and remaining (43.2%) employees are belongs to between to 11 to 20 years experience category.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	296.385 ^a	4	.000
Likelihood Ratio	366.342	4	.000
Linear-by-Linear Association	228.210	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.66

From the above table, it is dealt that Pearson's chi square value = 296.385, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that there is an association between their experience of the employees and their perception towards HRD practices. The analysis concludes with the employee's experience of <10 years, 11

– 20, 21 – 30, and above 30 years has similar perception towards the HR practices. The improvement seekers, conducive employees and rational employees are equally distributed over all the experience level of the employees.

Monthly Income

HRD practices AND monthly income Cross tabulation

			Monthly(In thousands)				Total
			below 35	b 36 to 45	46 to 55	above 55	
client	Im-seek	Count	114	0	0	0	114
		% within client	100.0%	.0%	.0%	.0%	100.0%
	Con-emp	Count	28	95	18	0	141
		% within client	19.9%	67.4%	12.8%	.0%	100.0%
	Rati-emp	Count	0	0	44	51	95
		% within client	.0%	.0%	46.3%	53.7%	100.0%
Total		Count	142	95	62	51	350
		% within client	40.6%	27.1%	17.7%	14.6%	100.0%

In the category of improvement seekers all the employees are related to below 35 thousand rupees monthly income category. with regard to the conducive employees 67.4% are related to the between 35 to 45 thousand monthly income category, 19.9% are related to below 35 thousand rupees category and only 12.8% of the employees are

between 45 to 55 thousand monthly income category. With regard to the category of rational employee majority (53.7%) of the employees are related to the income category of 55 and rest (46.3%) of the employees are belongs to income category of 46 to 45 thousand rupees per month.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	496.415 ^a	6	.000
Likelihood Ratio	544.212	6	.000
Linear-by-Linear Association	281.559	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.84.

From the above table, it is found that Pearson's chi square value = 496.415, P = .000 are statistically significant at 5%

level. Therefore, it can be concluded that there is an association between their experience of the employees and

their perception towards HRD Practices. The analysis concludes with the employees in the income level of < 35,000, 36 – 45,000, 46 – 55,000, and above 55,000 have different perceptions towards the HRD Practices. The benefit seekers, mechanical employees and supportive employees are equally distributed over all the experience of the employees.

Conclusion

The HRD climate of IT organizations are directly depends upon managerial effectiveness of the employees as well as the teamwork engagement and further found that work assessment of the employees plays a major role in developing the organization in the IT sector organizations. It shows that there is association between their managerial level and HRD climate. Therefore, it is finally concluded that the managerial level of the employees is very important to understand their perception towards HRD climate. It depicts that there is an association between their experience of the employees and their perception of HRD climate. It is revealed that there is an association between income level of employees and their HRD climate perceptions. It is concluded that similar kind of perception towards HRD climate. It is informed that there is an influence of gender, age, managerial level, and experience and income factors of HRD climate in the selected organizations. It indicates that there is no association between gender and the outcome of HRD. It is also concluded that the gender of the employees is very important to understand their perception towards HRD outcome. It shows that there is no association between their age and perception towards HRD outcome. The analysis concludes that the employees are equally distributed over all the age of the employees. HRD climate is not very conducive for the employees. The top management should take necessary steps for making the climate more conducive for the employees and Organization should retain highly skilled professionals (employees) to foster a conducive developmental climate that enhances innovation, team spirit and support from employees. From the study, it is suggested that the following are the few HRD mechanisms such as rewards, improved training methods, genuine promotion decisions and excellent interaction among various HRD instruments creates better impact among employees and the management should endeavor to provide a daily favorable working environment where employees are comfortable to develop and utilize their potential without any form of inhibition.

References

1. Prattana Punnakitakashem, Dotun Adebajo, Michael W. Mc Lean, (2010). A study of quality management practices in TQM and non-TQM firms findings from the ASEAN automotive industry, *International journal of quality and reliability management*, Vol.27, No.9, pp.1021-1035.
2. Peter Hwang and Ajai S. Gaur, Organizational efficiency, firm capabilities and economic organization of MNEs, *The multinational business review*, Vol.17, No.3, pp. 143- 162.
3. Perkons .R, Brown .N, Interculture Organizational Development : A contribution to Aboriginal social justice, *Online journal* 15th july 2009.
4. Rashid Abdullah, Kamaruzaman Jusoff, Zalena Ahmad, Yoshi Takahashi, (2009). The Japanese influence in Malaysian Automobile Industry : Human resources management and development practices, *Management science and engineering*, Vol.3, No.4.
5. Rebecca R. Kehoe, Patrick M. Wright, (2013). The impact of high-performance human resources practices on employees attitudes and behaviors, *Journal of management*, Vol.39, No.2, pp. 366-391.
6. Richa chaudhary, santhosh rangnekar & Mukesh kumar Barua, (2011). HRD climate and occupational self-efficacy as predictors of employee engagement, *Review of management*, Vol.1, No.3, pp. 16-28.
7. Rohan Singh, Madhumita Mohanty, (2012). Impact of training practices on employee productivity : A comparative study, *Inter science management review*, Vol.2, No.2, pp. 87-91.
8. Rose mary wentling, (1996). A study of the career development and aspirations of women in middle management, *Human resource development*, Vol.7, No.3, pp. 253-270.
9. Santhosh K. Mohanty & K. M. Sahoo, (2012). Human resource development climate in IT industry, *The Indian journal of industrial relations* Vol.47, No.4, pp.657-664.
10. Sampson, W.R (2005) influence on employee behaviour. Part-1. (online journal).
11. Scott R. Williams, (1993). Disclosing an appraisal's limitations: An update, *The Appraisal journal*, pp. 364-372.
12. Sivaramakrishnan .G, Mohammed Sulaiman .I, (2013). Effectiveness of potential appraisal metrics of managerial & non managerial cadre in Malabar cements ltd, Walayar Palakkad, *International centre for business research*, Vol.2, pp. 13-19.