

## **An Empirical Evidence of Management's Skill and Capability with regard to Human Resource Development in Industrial Sector in Himachal Pradesh**

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### **Abstract**

Among the different resources of an organization, human resource is an important resource. The achievement of organizational goals is largely depending on the skill and ability of human resources working in that very organization. Moreover, in the achievement of goals, the role of management cannot be ignored. It leads, directs and provides necessary inputs to the employees so that they can give their best to the organization. Therefore, the skill, capability and ability of management are of utmost importance. Human resource development depends on it.

Therefore, the present paper is an attempt to provide empirical evidence of management's administrative skill and capability concerning human resource development. The study was conducted into government sector enterprises, namely, Himachal Road Transport Corporation (HRTC) and Himachal Pradesh Tourism Development Corporation (HPTDC). The study found that in the majority of cases the management in both the corporation the management has the necessary skill and capability in framing and implementing the human resource development programme.

**Keywords:** HRD, HRM, Administrative Skill, Capability

### **Introduction**

One of the misconceptions of our cultural heritage is the notion that organizations exist solely to get work done. This is only one of their purposes; it is their work purpose. But every organization is also a social system that serves as an instrumentality for helping people meet human needs and achieve human goals. This is the primary purpose for which people themselves take part in them-to meet their needs and achieve their goals. And when an organization does not serve this purpose for them, they tend to withdraw from it. So, organizations also have a human development purpose (Knowles, 1974). Today, more importance is being given to "people" in organizations. This is mainly because organizations are realizing that human assets are the most important of all assets.

The changing economic scenario not only at the global level but also in the country demands changing workplaces now to focus more on HR practices to expand the scope of their practices. HRD is an ongoing process whereby employees are constantly learning, unlearning, changing, adapting and reinventing themselves for organizational objectives (Singh, 2011). The success of an organization is determined by the skill, ability and capability of its members. In this regard, human resource development plays an important role in developing the skill, ability and capability of the human resource.

It is known that the success of an organization depends on the capability and skill of its management. The management has to perform different kinds of functions to run the organization smoothly. HRD is also an important function the management is performing to keep the human resource motivated and ready to face future challenges. Dealing with the human is a very complex thing. Hence, management must have the required skill, capability and expertise in framing and implementing the HRD policy in the organization. The present paper is an attempt to evaluate the opinion of sampled employees about the skill and ability of management in HRD.

### **Review of literature**

Lalit (2001) in his research study, "Human Resource Development in Primary Agricultural Co-operation: A Case Study of District Kangra", attempted to evaluate the organization, structure and management of the selected co-operative in Himachal Pradesh. The researcher observed that there was no formal recruitment policy in the selected co-operatives. The rules were framed for recruitment, but these rules were hardly being followed or adopted.

Pattnayak (2003) in his article has concluded that the roles of top management and the human resource professionals are very important for the organizations. The top management has to believe in and support the process and translate it into action. Moreover, the top management should repose trust and faith in the human resource professional to handle the entire activities in bringing out the attitudinal and cultural change in the organization.

Vera and Grossman (2004) studied the impact of top manager leadership styles, and practices on organizational learning by developing a theoretical strategic leadership and organizational learning model. The authors concluded that to manage organizational learning the effective top management is required.

Saini (2005) has concluded that vocational training and better education as a media for human resource development are getting attention in the sphere of developing world-class manpower.

Bhatia (2007) in a study found that leveraging the human potential for excellence is an integral part of organizational strategy and that strategy implementation entails performing practical management tasks aimed at making things happen. It was felt that a thorough evaluation of human resource function is imperative, both to rejuvenate it and to make it more business-driven.

Jaiswal and Singh (2014) in their research paper title, "Role Of HRD Climate In

Organizational Effectiveness In Indian Organization" tried to explore the extent of HRD Climate and Team empowerment prevalent in organizations. They found that there is a positive relationship between Organizational Effectiveness and Human Resource Development Climate.

Mahadevan and Mohamed (2014) in their article entitled, "Impact of Human Resource

Management (HRM) Practices on Employee Performance (A case of Telekom Malaysia)" studied the impact of HR practices on employee performance. The study found that there

was a significant relationship between training and employee performance. The study shows that employee training helps to develop organization performance, takes a vital role in improving employee performance as well as increasing productivity and eventually helps to place organizations in the best position to face competitive challenges and stay on top.

Krishna (2017) in an article titled, "A Study on Human Resource Development Training in Rashtriya Ispat Nigam Limited (Visakhapatnam Steel Plant)", concluded that the training programs offered by the HRD department of RINL cater to the needs of the organization. These programs help the participants to update their knowledge and skills for their development.

### Objectives and Methodology

The paper aimed at providing empirical evidence of management's skill and ability in human resource development.

The study is based on primary data. The primary data have been collected with the help of an interview schedule administered to the sampled respondents. The respondents were selected from the two organizations, namely, Himachal Pradesh Road Transport Corporation (HRTC) and Himachal Pradesh Tourism Development Corporation (HPTDC). Out of these two organizations, a total of 80 respondents (40 from each) were selected to get their opinion.

### Tools and Techniques

The analysis and interpretation of tabulated data have been carried out with the help of various mathematical methods, statistical tools and diagrammatical and graphical methods.

Following tools have been used:

### Measurement of Central Tendency or Arithmetic Mean

The arithmetic mean has been applied to study the opinion of the respondents on a 5point scale for different statements relating to HRD practices. This tool has helped the researcher to draw the appropriate inferences from the responses calculated from the respondents. The arithmetic mean has been calculated by assigning numerical values to the qualitative statements. It has been calculated by applying the following formula: Formula:  $X$

$$= \frac{\sum fX}{\sum f}$$

Here,  $\bar{X}$  = Arithmetic mean;

f = Frequency distribution on 3-point scale.

x = Variable values.

### Chi-square Test

To test the hypotheses, the Chi-square test was applied. The chi-square test as a test of goodness of fit has been used to analyze the magnitude of difference in the opinion of respondents between observed distribution and the expected distribution under the assumption that it is equally distributed on a 3 or 5-point scale. This test has helped to find out whether the distribution of opinion of respondents differs significantly or not on this

scale. This test has been applied to study whether significant differences exist in the distribution of opinion of respondents for the different statements concerning HRD practices.

$$\text{Formula: } \chi^2 = \sum \frac{(O - E)^2}{E}$$

Where,

$\chi^2$  = Chi-square

O = Observed frequencies;

E = Expected frequencies

The calculated value of chi-square has been compared with the table value at the desired level of significance with the maximum cut-off point being 5 per cent.

The difference in the distribution of opinion on a 3 or 5-point scale has been treated as significant if the calculated value of chi-square is greater than the relevant table value at a 5 per cent level of significance.

### Results and Discussion

The opinion of lower-level employees has been collected on two, first about the extent of having skill in initiating different functions and second, on different statements about management's skill and ability in the organization towards HRD programme. The collected data have been shown in Table 1 and Table 2.

With regard to 'skill to give and receive instruction', the data reveal out of the total majority of respondents (52.50 per cent in HRTC and 65.00 per cent in HPTDC) felt that the top management possesses the skill to give and receive instruction to a great extent. Overall, 58.75 per cent of respondents felt to a great extent, 15.00 per cent to some extent and 16.25 per cent of respondents felt to little extent that management possesses the skill to give and receive instruction. The calculated value (1.558) of  $\chi^2$  the test is less than the tabular value, which indicates that there is no significant difference in respondents' opinions. Therefore, it can be concluded that top management had the skill to give and receive instructions.

About the ability to present issues lucidly, out of total respondents, 45.00 per cent in HPTDC, 50.00 per cent in HRTC and 47.50 per cent overall felt that top management possess the ability to present issues lucidly to a great extent. while 27.50 per cent in HRTC and 30.00 per cent in HPTDC felt this to some extent. The application of  $\chi^2$  test reveals that the calculated value (0.732) is less than the tabular value (7.815). It depicts that there is no significant difference in the opinion of respondents. Therefore, it can be said that as lowerlevel employees the top management possesses the ability to present issues lucidly either to a great extent or some extent or to little extent.

**Table 1: Opinion about the extent of Management's skill in performing the different function**

	Not at All	To little Extent	Some extent	To a large extent	Total	
<b>F1: Skill to give and receive instruction</b>						
HRTC	4 (10.00)	8 (20.00)	7 (17.50)	21 (52.50)	40 (100.00)	$\chi^2= 1.558;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	4 (10.00)	5 (12.50)	5 (12.50)	26 (65.00)	40 (100.00)	
Total	8 (10.00)	13 (16.25)	12 (15.00)	47 (58.75)	80 (100.00)	
<b>F2: Ability to present issues lucidly</b>						
HRTC	2 (5.00)	7 (17.50)	11 (27.50)	20 (50.00)	40 (100.00)	$\chi^2= 0.732;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	1 (2.50)	9 (22.50)	12 (30.00)	18 (45.00)	40 (100.00)	
Total	3 (3.75)	16 (20.00)	23 (28.75)	38 (47.50)	80 (100.00)	
<b>F3: Sharing information with all concerned</b>						
HRTC	5 (12.50)	7 (17.50)	14 (35.00)	14 (35.00)	40 (100.00)	$\chi^2= 4.056;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	1 (2.50)	10 (25.00)	11 (27.50)	18 (45.00)	40 (100.00)	
Total	6 (7.50)	17 (21.25)	25 (31.25)	32 (40.00)	80 (100.00)	
<b>F4: Forecasting conditions</b>						
HRTC	3 (7.50)	6 (15.00)	8 (20.00)	23 (57.50)	40 (100.00)	$\chi^2= 4.123;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	2 (5.00)	6 (15.00)	16 (40.00)	16 (40.00)	40 (100.00)	
Total	5 (6.25)	12 (15.00)	24 (30.00)	39 (48.75)	80 (100.00)	
<b>F5: Setting goals</b>						
HRTC	2 (5.00)	6 (15.00)	11 (27.50)	21 (52.50)	40 (100.00)	$\chi^2= 0.377;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	3 (7.50)	7 (17.50)	11 (27.50)	19 (47.50)	40 (100.00)	
Total	5 (6.25)	13 (16.25)	22 (27.50)	40 (50.00)	80 (100.00)	
<b>F6: Scheduling work</b>						
HRTC	4 (10.00)	7 (17.50)	12 (30.00)	17 (42.50)	40 (100.00)	$\chi^2= 0.568;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	3 (7.50)	7 (17.50)	10 (25.00)	20 (50.00)	40 (100.00)	
Total	7 (8.75)	14 (17.50)	22 (27.50)	37 (46.25)	80 (100.00)	
<b>S7: Measuring and analyzing results</b>						
HRTC	3 (7.50)	9 (22.50)	12 (30.00)	16 (40.00)	40 (100.00)	$\chi^2= 0.938;$ $\chi_{Crit2} = 7.815; p > .05$
HPTDC	2 (5.00)	10 (25.00)	9 (22.50)	19 (47.50)	40 (100.00)	
Total	5 (6.25)	19 (23.75)	21 (26.25)	35 (43.75)	80 (100.00)	

Note:  $\chi^2$  denotes Chi-square,  $\chi_{Crit}^2$  denotes Critical value or Tabular value of Chi-square. ii) Figures in parenthesis represent percentage.

Source: Field survey.

Regarding sharing information with all concerned, data reveal that about 70 per cent of respondents in HRTC and about 73 per cent of in HPTDC and about 72 Per cent overall felt that top management shares information with all concerned either to great extent or to some extent. The calculated value of  $\chi^2$  test is less than the tabular value, depicting no significant difference in the opinion of respondents. Therefore, it can be concluded that top management in both organizations possesses the skill of sharing information with all concerned.

Regarding forecasting conditions, data show that out of total respondents, 48.75 per cent of respondents felt that the top management had the skill of forecasting the conditions to a great extent, 30.00 per cent felt it to some extent and 15.00 per cent felt it to little extent. Organization-wise data also reveal the almost same fact. The calculated value (4.123) of  $\chi^2$  test is less than the tabular value at 5 per cent level of significance, showing that there is no significant difference in the opinion of respondents. Hence, it can be said that top management in both organizations had the ability and skill to forecast the conditions in the organization. about having a skill for setting goals, the data depict that about 80 per cent of respondents in HRTC, about 75 per cent in HPTDC and about 78 per cent overall felt management possess the skill of setting goals either to great extent and to some extent. The low calculated value (0.377) of  $\chi^2$  test depicts that there is no significant difference in the opinion of the respondent. Hence, it can be concluded that top management does possess the skill of setting goals.

About the scheduling of work, data reveal that majority of respondents (42.50 per cent in HRTC and 50.00 per cent in HPTDC) felt that top management possess the skill of scheduling work in the organization to great extent, while 30.00 per cent in HRTC and 25.00 per cent in HPTDC possess such skill to some extent. The application of  $\chi^2$  test depicts that the calculated value (0.568) is less than the tabular value (7.815) at 5 per cent level of significance. It indicates that there is no significant difference in the opinion of respondents. Therefore, it can be said that the top management in both organizations possesses the skill and ability of scheduling work in their organization.

Regarding the skill to measure and analyses results, the data reveal that about 70.00 per cent each in HRTC and HPTDC felt that management possesses the skill to measure and analyze the results either to a great extent or to some extent. The calculated value of  $\chi^2$  test is lower than the tabular value indicating no significant difference in respondents' opinion. Therefore, it can be inferred that management possesses the skill and ability to measure and analyze results.

The opinion of sampled employees on different statements about management's skills and abilities have been analyzed in Table 2.

**Table: 2: Opinion about Management's skills and ability**

	SD	D	N	A	SA	Total	
<b>S1: Management plays a key role in formulating policies in my organization</b>							
<b>HRTC</b>	7 (17.50)	5 (12.50)	6 (15.00)	9 (22.50)	13 (32.50)	40 (100.00)	$\chi^2 = 2.305;$ $\chi_{Crit2} = 9.488;$ $p > .05$
<b>HPTDC</b>	4 (10.00)	5 (12.50)	4 (10.00)	14 (35.00)	13 (32.50)	40 (100.00)	
<b>Total</b>	11 (13.75)	10 (12.50)	10 (12.50)	23 (28.75)	26 (32.50)	80 (100.00)	



<b>S2: Management ensures that the organization stands by what it promises to the employees</b>							
<b>HRTC</b>	5 (12.50)	11 (27.50)	7 (17.50)	9 (22.50)	8 (20.00)	40 (100.00)	$\chi^2= 7.504;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	2 (5.00)	5 (12.50)	4 (10.00)	16 (40.00)	13 (32.50)	40 (100.00)	
<b>Total</b>	7 (8.75)	16 (20.00)	11 (13.75)	25 (31.25)	21 (26.25)	80 (100.00)	
<b>S3: Management ensures that the policies are beneficial to both the organization and the employees</b>							
<b>HRTC</b>	2 (5.00)	9 (22.50)	13 (32.50)	8 (20.00)	8 (20.00)	40 (100.00)	$\chi^2= 5.996;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	3 (7.50)	7 (17.50)	5 (12.50)	12 (30.00)	13 (32.50)	40 (100.00)	
<b>Total</b>	5 (6.25)	16 (20.00)	18 (22.50)	20 (25.00)	21 (26.25)	80 (100.00)	
<b>S4: Management ensures successful implementation of HRD policies</b>							
<b>HRTC</b>	1 (2.50)	8 (20.00)	9 (22.50)	11 (27.50)	11 (27.50)	40 (100.00)	$\chi^2= 1.736;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	1 (2.50)	7 (17.50)	5 (12.50)	13 (32.50)	14 (35.00)	40 (100.00)	
<b>Total</b>	2 (2.50)	15 (18.75)	14 (17.50)	24 (30.00)	25 (31.25)	80 (100.00)	
<b>S5: Management is capable of providing the right kind of resources to its employees</b>							
<b>HRTC</b>	2 (5.00)	5 (12.50)	4 (10.00)	13 (32.50)	16 (40.00)	40 (100.00)	$\chi^2= 1.264;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	1 (2.50)	3 (7.50)	6 (15.00)	13 (32.50)	17 (42.50)	40 (100.00)	
<b>Total</b>	3 (3.75)	8 (10.00)	10 (12.50)	26 (32.50)	33 (41.25)	80 (100.00)	
<b>S6: Management ensures protection of organizational culture and values</b>							
<b>HRTC</b>	1 (2.50)	4 (10.00)	11 (27.50)	10 (25.00)	14 (35.00)	40 (100.00)	$\chi^2= 0.382;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	1 (2.50)	4 (10.00)	9 (22.50)	12 (30.00)	14 (35.00)	40 (100.00)	
<b>Total</b>	2 (2.50)	8 (10.00)	20 (25.00)	22 (27.50)	28 (35.00)	80 (100.00)	
<b>S7: Management is capable of making ethical decisions regarding human resource development</b>							
<b>HRTC</b>	4 (10.00)	8 (20.00)	10 (25.00)	7 (17.50)	11 (27.50)	40 (100.00)	$\chi^2= 6.446;$ $\chi_{Crit2}$ .= 9.488; $p > .05$
<b>HPTDC</b>	1 (2.50)	6 (15.00)	5 (12.50)	14 (35.00)	14 (35.00)	40 (100.00)	
<b>Total</b>	5 (6.25)	14 (17.50)	15 (18.75)	21 (26.25)	25 (31.25)	80 (100.00)	

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	SD	D	N	A	SA	Total	
<b>S8: Management makes sure that promotion policies give space for employees' development</b>							
<b>HRTC</b>	4 (10.00)	8 (20.00)	13 (32.50)	8 (20.00)	7 (17.50)	40 (100.00)	$\chi^2= 9.207;$ $\chi_{Crit2}$ = 9.488; $p > .05$
<b>HPTDC</b>	2 (5.00)	7 (17.50)	4 (10.00)	12 (30.00)	15 (37.50)	40 (100.00)	
<b>Total</b>	6 (7.50)	15 (18.75)	17 (21.25)	20 (25.00)	22 (27.50)	80 (100.00)	
<b>S9: Management has developed a system for getting suggestions from employees</b>							
<b>HRTC</b>	4 (10.00)	13 (32.50)	9 (22.50)	8 (20.00)	6 (15.00)	40 (100.00)	$\chi^2= 2.006;$ $\chi_{Crit2}$ = 9.488; $p > .05$
<b>HPTDC</b>	3 (7.50)	10 (25.00)	7 (17.50)	10 (25.00)	10 (25.00)	40 (100.00)	
<b>Total</b>	7 (8.75)	23 (28.75)	16 (20.00)	18 (22.50)	16 (20.00)	80 (100.00)	
<b>S10: Management considers the feedback, and suggestions of employees during the change in HRD policy</b>							
<b>HRTC</b>	3 (7.50)	10 (25.00)	7 (17.50)	6 (15.00)	14 (35.00)	40 (100.00)	$\chi^2= 4.422;$ $\chi_{Crit2}$ = 9.488; $p > .05$
<b>HPTDC</b>	3 (7.50)	8 (20.00)	5 (12.50)	14 (35.00)	10 (25.00)	40 (100.00)	
<b>Total</b>	6 (7.50)	18 (22.50)	12 (15.00)	20 (25.00)	24 (30.00)	80 (100.00)	

Note:  $\chi^2$  denotes Chi-square,  $\chi_{crit}^2$  denotes Critical value or Tabular value of Chi-square. ii) SD denotes strongly disagreed; D denotes Disagree; N denotes Neutral; A denotes Agree and SA denotes Strongly agree. iii) Figures in parenthesis represent percentage.

Source: Field survey.

Data concerning the statement that management plays a key role in the formulation of HRD policy, show that in HRTC the majority of respondents either strongly agreed (32.50 per cent) or agreed (22.50 per cent) with the statement. While in HPTDC 35.00 per cent of respondents agreed or 32.50 per cent of respondents strongly agreed with the statement. Overall, about 61 per cent of respondents were either strongly agreed or agreed with the statement. The application of  $\chi^2$  test depicts that the calculated value (2.305) is less than the tabular value at a 5 per cent level of significance, which indicates no significant difference in the opinion of respondents in both the organizations. The mean value (3.538) is higher than the standard average mean score, that is, 3 on a 5-point scale. The high standard deviation (1.414) depicts that the opinion of respondents is spread away from the mean score. It indicates that respondents' opinion is concentrated towards the higher side of the mean score. Therefore, it can be inferred that management plays an important role in the formulation of policies regarding human resource development.

With regard to the statement that management ensures the organization stands by what it promises to the employees, the data shows that about 43 per cent in HRTC and about 73 per cent in HPTDC either strongly agreed or agreed with the statement.

While about 40 per cent in HRTC and about 18 per cent in HPTDC either disagreed or highly disagreed with the statement. Overall, about 58 per cent of respondents either strongly agreed or agreed with the statement. The calculated value (7.504) of  $\chi^2$  test is

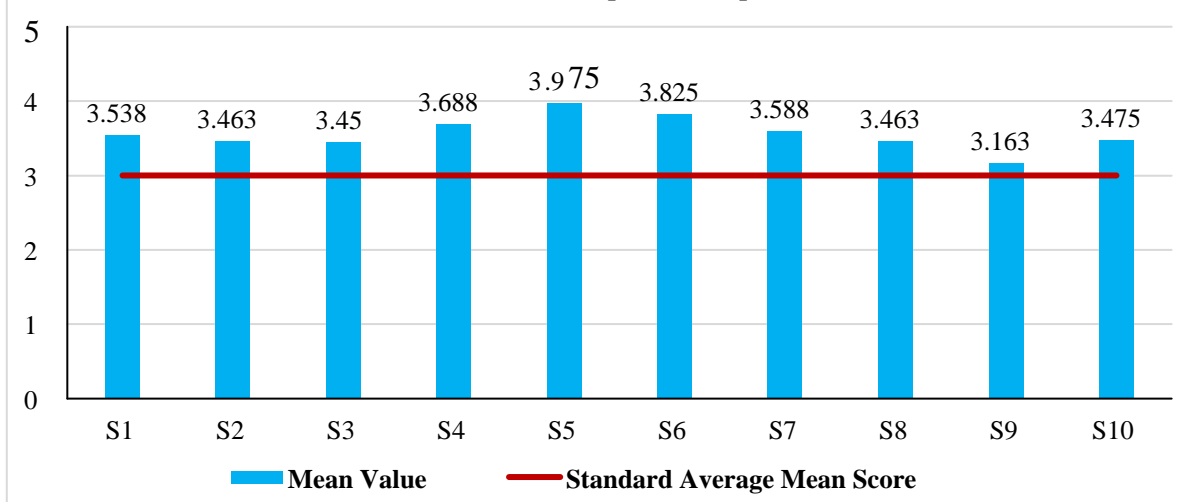


lower than the tabular value (9.488), which depicts that there is no significant difference of opinion. The mean value (3.463) is higher than the standard average mean score. The value of the standard deviation is 1.312. It indicates that the opinion of sampled respondents is concentrated towards the higher side of the standard average mean score. Hence, it can be inferred that management has the skill and capability to keep the organization standing by what it promises to the employees. But in HRTC the management needs to stand by its promises.

**Table 3: Descriptive Statistics about the Opinion of sampled respondents about Management’s administrative skill and ability in HRD**

	Statement	Total	Mean	SD
S1	Management plays a key role in formulating policies in my organization	80	3.538	1.414
S2	Management ensures that the organization stands by what it promises to the employees	80	3.463	1.312
S3	Management ensures that the policies are beneficial to both the organization and the employees	80	3.450	1.252
S4	Management ensures successful implementation of HRD policies	80	3.688	1.176
S5	Management is capable of providing the right kind of resources to the employees	80	3.975	1.136
S6	Management ensures the protection of organizational culture and values	80	3.825	1.100
S7	Management is capable of making ethical decisions regarding human resource development	80	3.588	1.270
S8	Management makes sure that promotion policies give space for employees’ development	80	3.463	1.282
S9	Management has developed a system for getting suggestions from employees	80	3.163	1.287
S10	Management considers the feedback, and suggestions of employees during the change in HRD policy	80	3.475	1.331

**Chart 1: Mean value of Respondents Opinion**



About the statement that management ensures policies beneficial to both organization and employees, the data reveal that majority of respondents (32.50 per cent) in HRTC remained neutral on this, while the majority of respondents (32.50 per cent) in HPTDC strongly showed their agreement with the statement. Overall, 26.25 per cent were strongly agreed, 25.00 per cent were agreed and 22.50 per cent remained neutral. Whereas 20.00 per cent of respondents showed their disagreement with the statement. The application of  $\chi^2$  test shows that the calculated value (5.996) is less than the tabular value (7.815) at a 5 per cent level of significance. It indicates that there is no significant difference of opinion. The statistical analysis shows that the mean value (3.450) is higher than the standard average mean score and the deviation in respondents' opinion is noted as 1.252. It depicts that the opinion of respondents is far from the mean score, that is, the opinion is concentrated towards the higher side of the mean score. Therefore, it can be concluded that management makes sure that HRD policies be beneficial to both organization and the employees.

With regard to the statement that management ensures successful implementation of HRD policies, data show that out of total respondents 31.25 per cent of respondents were strongly agreed and 30.00 per cent were agreed with it. The percentage of disagreed respondents was about 22 per cent. Almost the same opinion was found in both organizations. The calculated value (1.736) of  $\chi^2$  test is lower than the tabular value, indicating no significant difference in respondents' opinions. The mean value (3.688) is higher than the standard average mean score, that is, 3 on a 5-point scale. The deviation in respondents' opinion is noted at

1.176. It shows that the respondents' opinion is concentrated towards the higher side of the mean. Hence, it can be inferred that management is capable of ensuring the successful implementation of HRD policies.

Data concerning the statement that Management is capable of providing the right kind of resources to its employees reveal that majority of respondents either agreed (41.25 per cent) or strongly agree (32.50 per cent) with it. Organization-wise data show that 40.00 per cent in HRTC and 42.50 per cent in HPTDC were strongly agreed with the statement. The  $\chi^2$  test shows that the calculated value (1.264) is less than the tabular value (9.488) depicting no significant difference of opinion between both organizations. The higher mean value (3.975) and the value of standard deviation (1.136) indicate the concentration of respondents' opinion towards the higher side of the standard average mean score. Therefore, it can be inferred that in the majority of cases management is capable of providing the right kind of resources to its employees.

Data concerning the statement that management ensures protection of organizational culture and value, depict that about 60 per cent of respondents in HRTC, about 65 per cent in HPTDC and about 63 per cent of respondents overall either strongly agreed or agreed with the statement. The organization-wise data more or less show the same fact. The low calculated value (0.382) of  $\chi^2$  test depicts no significant difference in the opinion of respondents. The mean value is higher than the standard average mean score, that is, 3 on a 5-point scale. The deviation of respondents' opinions is noted at 1.100. It indicates that the opinion of sampled respondents in both organizations is concentrated towards the higher side of the standard average mean score. Therefore, it can be concluded that management ensures the protection of organizational culture and values.

Regarding the statement that management is capable of making ethical decisions regarding human resource development, the figures reveal that out of the total respondents, 27.50 per cent in HRTC and 35.00 per cent in HPTDC were strongly agreed. While 17.50 per cent in HRTC and 35.00 per cent in HPTDC were agreed with the statement. On the other hand, about 30 per cent in HRTC and about 18 per cent in HPTDC disagreed with the statement.

The application of  $\chi^2$  test reveals that the calculated value (6.446) is less than the tabular value at a 5 per cent level of significance. It shows that there is no significant difference in the opinion of respondents. The mean value (3.588) is higher than the standard average mean score, indicating the concentration of respondents' opinions in both the organization is concentrated towards the higher side of the mean score. Hence, it can be concluded that management is capable of making ethical decisions regarding human resource development. With regard to the statement that management makes sure that promotion policies give space for employee development, the data reveals that out of total respondents, 27.50 per cent of respondents strongly agreed and 25.00 per cent agreed with the statement. While 21.25 per cent remained neutral on it. The percentage of agreed respondents is more in HPTDC as compared to HRTC. The calculated value (9.207) of  $\chi^2$  test is lower than the tabular value (9.488) at a 5 per cent level of significance, which indicates no significant difference of opinion.

The high value of mean and standard deviation shows the concentration of respondents' opinion towards the higher side of the mean score. Therefore, it can be inferred that management makes sure that promotion policies give space for employee development.

About the statement that management has developed a system for getting suggestions from employees, the data reveals that out of the total respondents, about 43 per cent of respondents either strongly agreed or agreed, while about 37 per cent of respondents were either disagreed or strongly disagreed. The organization-wise data reveal that about 43 per cent of respondents in HRTC and about 33 per cent in HPTDC showed their disagreement. Whereas the agreement on the statement was found more in HPTDC as compared to HRTC. The calculated value of  $\chi^2$  test is less than the tabular value, indicating that there is no significant difference in the respondent's opinion. The mean value and standard deviation are higher. It indicates that the opinion of respondents in both organizations is concentrated towards the higher side of the mean score. Therefore, it can be concluded that management has developed a system of getting suggestions from the employees.

About the statement that management considers the feedback and suggestion of the employees during the change in HRD policy, the data reveals that the majority of respondents either strongly agreed (30.00 per cent) or agreed (25.00 per cent) with it. The percentage of agreed respondents was found more in HPTDC than HRTC. The application of  $\chi^2$  test shows that the calculated value (4.422) is lower than the tabular value (9.488) at a 5 per cent level of significance. It shows that there is no significant difference in respondents' opinions. The mean value (3.475) is higher than the standard average mean score, that is, 3 on a 5-point scale. The deviation in respondents' opinion is noted at 1.331. It shows that the opinion of sampled respondents is concentrated towards the higher side of the mean score. Therefore, it can be concluded that management considers the feedback and suggestion of the employees during the change in HRD policy.

## Conclusion

The study indicates that top management had the skill to give and receive instructions, possess the ability to present issues lucidly, possess the skill of sharing information with all concerned, possess the ability and skill to forecast the conditions in the organization, possess the skill of setting goals, possess the skill and ability of scheduling work in their organization and possess the skill and ability to measure and analyze results. Whereas concerning the skill and ability related to human resource development the study concluded

that management has the skill and capability to keep the organization standing by what it promises to the employees. But in HRTC the management needs to stand by its promises. The management in both organizations is making sure that HRD policies be beneficial to both organization and the employees. It was also found that the management is capable of ensuring the successful implementation of HRD policies in the organization. About the provision of the right kind of resources to the employees, the study reveals that the majority of respondents were either agreed or strongly agreed with it. Not only this the management also have the skill and capability to protect organizational culture and value. Moreover, the management is capable of making ethical decisions regarding human resource development. To conclude it can be said that management of both the organizations, HRTC and HPTDC, have the skill and capability in framing and implement the human resource development policy in their respective organizations.

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