

# EMPLOYEES ATTITUDE TOWARDS HUMAN RESOURCE DEVELOPMENT POLICIES- A CASE STUDY OF HPTDC

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## ABSTRACT

*The purpose of this paper is to analyse the overall attitude of employees working in Himachal Pradesh Tourism Development Corporation Limited (HPTDC) towards Human Resource Development policies of the corporation. The study involve some key question to gauge satisfaction level of class I, II, III and IV employees towards existing policies.*

**Keywords:** Himachal Pradesh Tourism Development Corporation Limited (HPTDC), Human Resource Development (HRD), Life Insurance Corporation (LIC), Managing Director (MD), political interference in recruitment, Simple Random Sampling (SRS), training.

## INTRODUCTION

Personnel policies provide guidelines for achieving the goals of personnel management and also expedite the process of Human Resource Development. Personnel policies comprise of the body of principles and rules of conduct which govern an enterprise in its relationships with its employees. The success of the personnel department will be evident in the process of interpreting personnel policies for the various departments of the organization so as to help in implementing them in a fair manner. Sound and effective personnel policies play a significant role in the development of human resources. Human Resource Development as a concept is responsible for developing various systems which deal with people, their problems, organizational dynamics etc. It has various sub-systems and each one to work together as it involves an integrated approach. A brief summary of these sub-systems is delineated below:

### 1. Evaluation of HRD Policies and Practices of HPTDC Ltd.

This paper presents an analysis of collected primary data. The extent and evaluation of HRD policies and practices of HPTDC, with regard to certain selected variables have been

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studied; the difference between the laid down policies and their actual implementation will be evident from the analysis. Finally, the perceptions of employees towards the attitude of management regarding various HRD policies and practices of HPTDC have been studied.

## **2. Himachal Pradesh Tourism Development Corporation Limited (HPTDC)**

The Himachal Pradesh Tourism Development Corporation Limited was incorporated on 1st September, 1972 under the Companies Act, 1956 with an authorized capital of Rs.2.00 crores. Over the years, the authorized capital has increased from time to time. The main objectives of the Corporation are to promote tourism in the state of Himachal Pradesh and for achieving this, the aim is to create and provide facilities for the tourists visiting the State. For fulfillment of these objectives, the Corporation has set up a number of Hotels, Tourist Bungalows, Tourist Lodges and Cafeterias throughout the State of Himachal Pradesh. HPTDC's new strategy to develop infrastructure includes the consolidation and strengthening of existing tourist's complexes, development of wayside facilities on National & important State Highways and promotion and development of adventure activities.

## **3. HRD and Himachal Pradesh Tourism Development Corporation Ltd.**

The HRD wing of HPTDC is directly controlled by its Chief –cum - Managing Director. He is assisted by his personal secretary and Assistant General Manager (Personnel and Administration) in the day- to- day functioning of this wing at Head Office level. In the field units or offices, personnel function is performed by the officer-in-charge of the respective unit, elucidated as under. Although Finance and Accounts Division is under the direct control of the M.D., being a part of the Head Office, yet the personnel of this division are under the control of the Finance Manager. The HRD policies of the corporation have undergone a considerable change ever since its inception in 1972. Some of the policies are enumerated below:

**3.1 Recruitment:** All vacancies in the corporation are advertised and also notified to the employment exchange which is the responsibility of the department. The selection of candidates is done by a selection committee which is constituted by the Managing Director. For the purpose of selection, the candidates are given a test/interview or both. The selection committee is competent to lay down its own procedure for subjecting candidates to trade test and interview to judge their suitability.

**3.2 Promotion:** Broadly speaking, for all categories of posts in HPTDC, the promotion is on merit, efficiency, past performance and seniority. The MD has the power to lay down suitable criteria to determine merit and efficiency by means of a written/oral test, performance appraisal, interview etc. All the eligible candidates are assessed/ interviewed by a departmental promotion committee which is constituted by the M.D.

**3.3 Seniority:** Seniority between personnel selected as a result of same interview/ assessment is done in accordance with the order of preference drawn up by the selection committee. In case, there is no order of preference, date of appointment in the grade will determine seniority. A person who has been suspended from service, if subsequently found

suitable and promoted, will not take seniority in higher post/cadre over the junior official who had superseded him.

**3.4 Procedure Followed For Making Promotion:** Whenever there is a vacancy to be filled by promotion, the competent authority takes into account the service records and confidential character rolls of all personnel eligible for appointment. All promotions as a rule are considered by the Departmental Promotion Committee which submits its recommendations to the competent authority. The Departmental Promotion Committee is free to devise its own procedures for assessment of candidates. However, the committee is largely guided by confidential character rolls, supervisor's knowledge about the employee's capabilities, written reports of immediate supervisors, employee's intelligence, capacity to learn, aptitude and behavior with superiors, colleagues and juniors. The competent authority pays due regard to recommendations of departmental promotion committee. However, it must be understood that the committee is purely an advisory body and the responsibility for granting promotions or making appointments rests solely with the competent authority. All orders of appointment (whether by promotion or by direct recruitment) are issued only by the Head of Department with copies to the accounts and the department concerned.

**3.5 Grievance Mechanism:** Any employee who is aggrieved by an order on grounds that he has been superseded may appeal through his departmental head to the MD. In case, the appeal is wrongly addressed to a higher authority, the departmental head corrects the order. Such appeals are confidential and routed through the HRD department where the department's comments are entered. The decision taken by the MD is communicated to the concerned employee through the HRD department. In case, the aggrieved employee is still not satisfied with the decision of the MD, he has the right to appeal before the Board of Directors.

**3.6 Miscellaneous:** The power to interrupt the rules in respect of policies mentioned above, is vested in the MD and is deemed final. The power to amend the aforementioned rules and make additions thereto or deletions therefrom is vested in the Board of Directors of the Company. The amendments/additions/ alterations, so made by the Board of Directors shall have the same effect as if these were contained/ incorporated in the original rules.

**3.7 Training:** Training is considered important in the working of HPTDC. Employees of HPTDC are given on-the-job training in its own hotels and hotels of ITDC. Employees are also sent for training to various other institutions of hotel management and catering in India and abroad.

#### **4. Methodology:**

In order to evaluate HRD Policies and Practices and to examine employees perception towards the attitude of management regarding these policies, a sample of 50 employees working in HPTDC have been selected with the help of Simple Random Sampling (SRS) method. To collect the data, a questionnaires was prepared and administered to the employees While

selecting the sample, special care has been taken that regional variation are duly represented. Further in order to drive the conclusions from the data, statistical tools like averages, chi square, bar diagrams, staple scales and graphs have been used.

## 5. Analysis and Interpretation:

To accomplish the objectives of the study, primary data have been analyzed in the following section:

### 5.1 Recruitment and Selected Variables:

Here an attempt has been made to record and analyze the views of employees with regard to recruitment on the basis of certain selected variables.

#### 5.1.1. Age-wise Employee Satisfaction with Recruitment:

The respondents have been grouped in three categories (age-wise) and their views have been recorded in Table 5.1. The employees who were satisfied have been marked in the 'yes' row and those who were dissatisfied in the 'no' row.

**Table 5.1: Employee Satisfaction with Recruitment**

| Nature of Response | Number of Respondents (Age-wise) |             |           | Total   |
|--------------------|----------------------------------|-------------|-----------|---------|
|                    | 20-30 years                      | 31-40 years | >40 years |         |
| Yes                | 6(43)                            | 8(33)       | 5(42)     | 19(38)  |
| No                 | 8(57)                            | 16(67)      | 7(58)     | 31(62)  |
| <b>Total</b>       | 14(100)                          | 24(100)     | 12(100)   | 50(100) |

$$\chi^2=0.069, p > .001$$

(Note: Figures in parentheses indicate the percentages of column total.)

Since  $\chi^2$  value is less than the calculated value at one per cent level of significance, the null hypothesis is accepted with the inferences that there is no significant difference in the opinion of respondents of different age groups regarding the satisfaction with recruitment. While 62 per cent of the total respondents voiced their dissatisfaction with the existing recruitment policy, only 38 per cent said that they were satisfied. Further, out of the satisfied lot, the level of satisfaction has been presented in Table 5.2.

#### 5.1.2. Employee Satisfaction with Recruitment Procedure.

Table 5.2 indicates that even though 38 per cent of the respondents were satisfied, the level of satisfaction was low. While only 16 per cent of the respondents were satisfied to a great extent, 52 per cent were satisfied to a moderate extent and 32 per cent were satisfied to some extent only. Thus, it can be safely assumed that the overall satisfaction level of employees with the existing recruitment policy of HPTDC is rather low.

**Table 5.2: Satisfaction with Recruitment**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| To Great Extent    | 3                     | 16         |
| To Moderate Extent | 10                    | 52         |
| To Some Extent     | 6                     | 32         |
| <b>Total</b>       | 19                    | 100        |

### 5.1.3 Employee Satisfaction with Recruitment (Sex-wise)

Table 5.3 indicates that 33.3 per cent of male and 62.5 per cent of female respondents were found satisfied with the recruitment policy whereas 66.6 per cent of male and 37.5 per cent of female respondents revealed dissatisfaction over the existing recruitment policy. The value of chi- Square (2.59) is less than the Table value at 5 per cent level of significance. This leads to the conclusion that there is no significant difference in the opinion of respondents both male and female over the existing recruitment policy.

**Table 5.3: Sex and Employee satisfaction with regard to recruitment**

| Satisfaction | Male     | Female  | Total   |
|--------------|----------|---------|---------|
| Yes          | 14(33.3) | 5(62.5) | 19(38)  |
| No           | 28(66.6) | 3(37.5) | 31(62)  |
| <b>Total</b> | 42(100)  | 8(100)  | 50(100) |

$\chi^2=2.59$ ,  $P > .050$

(Note: Figures in parentheses indicate the percentages of column total)

### 5.1.4. Education Level-wise Employees Satisfaction with Recruitment:

It is evident from Table 5.4 that 35.71 per cent of the matriculate respondents, 38.46 per cent of the graduate and 44.4 per cent of the Post-graduate and above, were satisfied with the existing recruitment policy whereas 64.2 per cent of matriculates, 61.5 per cent of graduates and 55.5 per cent of post- graduates and above were found dissatisfied with the recruitment policy in the corporation. The calculated value of  $\chi^2$  is less than the Table value at 1 per cent level of significance which leads to the conclusion that there is an insignificant difference in the opinion of respondents of different education levels.

**Table 5.4: Qualification and Employee Satisfaction with recruitment**

| Nature of Response | Number of Respondents (Educational Level) |          |                         | Total   |
|--------------------|---|----------|-------------------------|---------|
|                    | Matric                                    | Graduate | Post-Graduate and above |         |
| Yes                | 10(35.71)                                 | 5(38.46) | 4(44.4)                 | 19(38)  |
| No                 | 18(64.2)                                  | 8(61.5)  | 5(55.5)                 | 31(62)  |
| Total              | 28(100)                                   | 13(100)  | 9(100)                  | 50(100) |

$\chi^2=.05$ ,  $P>.001$

(Note: Figures in parentheses. Indicate the percentages of column total)

### 5.1.5 Political Interference in Recruitment-Employees Perceptions (Qualification-wise):

Here an attempt has been made to gauge the feelings of employees as to what they think about the political interference leading to recruitment of candidates on extraneous considerations.

**Table 5.5: Political interference in Recruitment- Perception of Employees**

| Nature of Response | Number of Respondents (Educational Level) |          |                         |         |
|--------------------|---|----------|-------------------------|---------|
|                    | Matric                                    | Graduate | Post-Graduate and above | Total   |
| Yes                | 15(54)                                    | 9(69)    | 8(89)                   | 32(64)  |
| No                 | -   | 1(8)     | -                       | 1(2)    |
| Can't Say          | 13(46)                                    | 3(23)    | 1(11)                   | 17(34)  |
| <b>Total</b>       | 28(100)                                   | 13(100)  | 9(100)                  | 50(100) |

(Note: Figures in parentheses indicate the percentages of column total.)

The above Table 5.5 indicates that a majority of respondents (64 per cent) feel that there is political interference in recruitment. An insignificant group of respondents which constitute 2 per cent said that there was no political interference while 34 per cent were undecided. Among the respondents who felt that there was political interference in recruitment, the highest percentage is those who are in post-graduates and above category. The highest percentage of employees who were undecided on the issue is of the matric qualification category. From above, it is inferred that the respondents with a higher qualification were more aware of the organizational climate compared with the ones with lesser educational background or probably they felt hesitant to openly discuss and explore such a sensitive matter with others.

## 5.2. Training and Selected Variables:

Training is a very important sub-system of HRD. In these proceeding paragraphs an attempt has been made to analyze as to what extent the employees feel about various aspects of training in HPTDC. Training assumes even more significance in HPTDC as it is a service organization.

### 5.2.1. Specific Training Policy-Respondents Views:

The respondents were asked as to whether a clear cut training policy existed in their organization or not, whether training needs were identified from time to time and whether the management had formulated a policy on this or not. The views of respondents are recorded in the Table5.6.

**Table 5.6: Specific Training policy**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 9                     | 18         |
| No                 | 41                    | 82         |
| <b>Total</b>       | 50                    | 100        |

It is clear from the Table 5.6 that 82 per cent of the respondents felt that the training policy was arbitrary. It does not clearly lay down any parameters for training to its employees. The employees see it as an ineffective and inefficient policy. A majority of the employees are found unhappy over the existing number of training policies.

### 5.2.2 Training Policy of Respondents Formally Trained:

The respondents were asked whether they had received any form for formal training to facilitate their trade/department work on being recruited by HPTDC or subsequently. The response to this is presented in the Table 5.7.

**Table 5.7: Trained respondents**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 12                    | 24         |
| No                 | 38                    | 76         |
| <b>Total</b>       | 50                    | 100        |

As per the recorded responses, it is observed that *only* 24 per cent of the respondents received formal training by HPTDC. Remaining 76 per cent respondents were untrained and had learned their trade work gradually over the years. Thus, Table 5.7 indicates lack of training which on the contrary, ought to be the mainstay in any service organization. Another point

which is pertinent here is that some of the respondents who had been trained were not seeing their services being utilized in the field in which they received training thereby amounting to wastage of training, time and energy.

### 5.2.3. Experience of Inability in the Absence of Proper Training – Respondents’ Opinion.

As is clear from Section 5.2.2, a majority of the respondents were found untrained. Therefore, it became imperative to ask the untrained respondents if they felt unable to perform in the absence of proper training. Their responses are reproduced in the Table 5.8.

**Table 5.8: Experience of Inability due to lack of Training**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Often              | 26                    | 68         |
| Sometimes          | 9                     | 24         |
| Rarely             | 3                     | 8          |
| <b>Total</b>       | <b>38</b>             | <b>100</b> |

Out of the 38 respondents who had not been given training, a majority constituting 68 per cent experienced the inability often since they were not trained. They felt that they could have performed their job better if they had been imparted training. However 24 per cent felt the lack of training only sometimes as against 8 per cent who did not think training was important and think that it would not have affected their performance much in a positive manner. They rarely missed training:

### 5.2.4 Adequacy of Training Facilities- Respondents views:

Consequent to the finding that 76 per cent of the respondents are untrained and out of this 60 per cent often felt the inability to perform due to lack of training, it is pertinent to find out the underlying cause. In order to do so, the respondents were asked if it was due to lack of training infrastructure available with HPTDC. The responses to this have been tabulated in the Table 5.9.

**Table 5.9: Employee Perception on Adequacy of Training Infrastructure**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 41                    | 82         |
| No                 | 9                     | 18         |
| <b>Total</b>       | <b>50</b>             | <b>100</b> |

The responses regarding adequacy of training are quite the reverse to that of Section 5.2.1 and 5.2.2. Contrary to expectation, 82 per cent of the respondents said that the HPTDC had adequate infrastructure to impart training to their personnel. A meager 18 per cent felt that the training facilities were not adequate. This leads to the conclusion that the training facilities are not being utilized to their optimum extent by HPTDC and the same is also evident from Table 5.9.

### 5.2.5. Correlation between Training and Promotion-Respondents' Perception

In an effort to fathom the importance given to the training sub- system by the management of HPTDC, the respondents were asked if there was any correlation between the training and promotion in their organization. The idea was to ascertain if the management felt it essential to give weightage to trained personnel in promotions to make the organization more professional in its outlook. The responses recorded are presented in the Table 5.10.

**Table 5.10: Correlation between Training and Promotion-Responses of Employees**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| To Great Extent    | 3                     | 6          |
| To Some Extent     | 11                    | 22         |
| Not at All         | 36                    | 72         |
| <b>Total</b>       | 50                    | 100        |

As it is indicated in the Table 5.10, 72 per cent of the respondents were of the opinion that there was no correlation between training received by the employee and the promotion granted to them in the organization. In order to verify this, the researcher checked the performance appraisal forms of HPTDC. There was no column wherein the training/ courses undergone by the employee would be recorded. Thus, there was no weightage given to training in the performance appraisal.

## 5.3 Performance Appraisal System with Respect to Selected Variables

In this section, it is aimed to record and analyze the opinion of the respondents with regard to the performance appraisal system of HPTDC. Even though the HPTDC follows a confidential system of appraisal, it is essential to find out what the employees think about it. A very interesting trend was observed in the opinion of the employees and it has been discussed in the following sub-section:

### 5.3. 1. Satisfaction among the Employees With Regard to Performance Appraisal

An interesting trend emerges from the Table 5.11 as majority of the respondents i.e. 64 percent felt dissatisfied with the appraisal system whereas only 36 per cent felt satisfied with regard to the appraisal system.

**Table 5.11: Employee Satisfaction with regard to Performance Appraisal**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 18                    | 36         |
| No                 | 32                    | 64         |
| <b>Total</b>       | 50                    | 100        |

**5.3.2. Extent of Fairness of Appraisal System – Respondents' Views**

Performance appraisal system in any organization is susceptible to personal bias, favoritism etc., thereby making it unfair to the employees. This adversely affects the employee's motivation and morale and eventually leads to grievances. It is essential to have a fair and objective appraisal system. Confidential appraisal system is giving way to open appraisal system in modern organizations.

The respondents' impression of fairness of appraisal system in their organization is presented in the Table 5.12.

**Table 5.12: Extent of Fairness of Appraisal System**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| To Great Extent    | 36                    | 72         |
| To some Extent     | 11                    | 22         |
| Not At All         | 3                     | 6          |
| <b>Total</b>       | 50                    | 100        |

A majority of the respondents i.e. 72 per cent felt that the appraisal system was fair to a great extent, while 22 per cent felt that the system was fair but only to some extent. That the employees are satisfied with the performance appraisal system to a great extent and have faith in it.

**5.3.3. Confidentiality of Appraisal Report – Respondents' Opinion**

According to the latest theories in the field of HRD, the appraisal system should not be confidential and the appraisee must be given feedback on his assessment. However most organizations including HPTDC follow the conventional confidential system of appraisal. In order to know, what the employees feel about the form of appraisal, they were asked to give their views in this regard.

**Table 5.13: Confidentiality of Appraisal System**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 8                     | 16         |
| No                 | 42                    | 84         |
| <b>Total</b>       | 50                    | 100        |

A large number *i.e.* 84 per cent of the respondents were against the confidential appraisal system. They thought it was their right to know how they were being assessed by their superiors. They were in favour of an open appraisal system. However, 16 per cent felt that the appraisal should be confidential. Their argument was that an open system would lead to strained subordinate – supervisor relation which would prove detrimental to the organization.

#### 5.4 Promotion and Selected Variables

Every employee aspires to rise in life. When the deserved promotions do not come in time, it leads to frustration and dissatisfaction among the affected employees. To gauge the satisfaction/ dissatisfaction among the employees, their views are recorded in the following sub-sections.

##### 5.4.1. Satisfaction with the Promotion Policy - Employees Perceptions

The respondents were asked to indicate their satisfaction/ dissatisfaction with the promotion policy in their organization. The views they expressed are recorded in Table 5.14.

**Table 5.14: Satisfaction with Promotion policy**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Yes                | 9                     | 18         |
| No                 | 41                    | 82         |
| <b>Total</b>       | 50                    | 100        |

In the above Table, 82 per cent of the respondents mentioned that they were not satisfied with the promotion policy. According to them, they were dissatisfied in this regard, since promotions were frequently given on extraneous considerations. Employees thought that those who were close to the management got promotions faster than the others. In certain trades, there was little career planning. Cooks for instance had little or no avenues for promotion. They, therefore, had the highest dissatisfaction in this respect. Nevertheless 18 per cent of the respondents were optimistic and rated the promotion policy satisfactory.

##### 5.4.2. Criterion for Promotion - Respondents Opinion (Qualification wise)

As per the Recruitment and Promotion Rules (Revised) HPTDC, the basic principle for promotion is merit, efficiency, past performance and seniority if other factors are equal. Since a majority of respondents were dissatisfied with the promotion policy they were asked as to what suitable criterion they would suggest in terms of merit, seniority etc. for promotion.

**Table 5.15: Criteria for Promotion**

| Nature of Responses | Number of Respondents (Educational level) |          |                       |         |
|---------------------|---|----------|-----------------------|---------|
|                     | Matric                                    | Graduate | Post-Graduate & above | Total   |
| Merit               | 3(10.7)                                   | 6(46)    | 4(44.4)               | 13(26)  |
| Seniority           | 15(53.5)                                  | 3(23)    | 2(22.2)               | 20(40)  |
| Mixed               | 10(35.7)                                  | 4(30.7)  | 3(33.3)               | 17(34)  |
| <b>Total</b>        | 28(100)                                   | 13(100)  | 9(100)                | 50(100) |

$$\chi^2 = 2.73, P > .001$$

(Note: Figures in parentheses indicate the percentage of column total)

On an analysis of the data in Table 5.15, a clear pattern has emerged. The matriculate respondents were in favour of seniority as a criterion for promotion whereas graduates and post- graduates were in favour of merit. Such a trend is probably due to the feeling of insecurity among employees with low qualification. The more qualified do not feel insecure on this account and therefore advocate merit as the criterion for promotion. After applying the  $\chi^2$  test, it is found that the calculated value of  $\chi^2$  is less than the Table value at 1 per cent level of significance. It leads to the conclusion that there is an insignificant difference in the opinion of respondents regarding accepted criterion for promotion as far as education level is concerned.

#### 5.4.3. Criterion for Promotion - Respondents Opinion (Gender-Wise)

The Table 5.16 indicates that 26 per cent of male and 25 per cent of female respondents were in favor of merit as a criterion for promotion whereas 38 per cent of male and 50 per cent of female respondents were in favor of seniority while 35.7 per cent of male and 25 per cent of female respondents were in favor of mixed criterion for promotion. After applying Chi-square test, it is found that the calculated value (.068) is less than the Table value at 1 per cent level of significance. Hence, the null hypothesis is accepted with the inference that there is an insignificant difference in the opinion of both male and female as far as the promotion HPTDC is concerned.

**5.16: Gender-wise Respondent's Opinion Regarding Promotion**

| Responses    | Male     | Female | Total   |
|--------------|----------|--------|---------|
| Merit        | 11(26)   | 2(25)  | 13(26)  |
| Seniority    | 16(38)   | 4(50)  | 20(40)  |
| Mixed        | 15(35.7) | 2(25)  | 17(34)  |
| <b>Total</b> | 42(100)  | 8(100) | 50(100) |

$$\chi^2 = .068, P > .001$$

(Note: Figures in parentheses indicate the percentage of column total.)

#### 5.4.4. Respondents Opinion Regarding Promotion-Age-wise

Table 5.17 reveals that 42.8 per cent of the respondents in the age group of 20-30 years were in favour of seniority as a criterion for promotion, 28.5 per cent were in favour of merit and an equal percentage of respondents were in favour of both merit and seniority. Among the age group of 31-40 years 41.6 per cent were in favour of seniority, 25 per cent were in favour of merit and 33.3 per cent were in favour of mixed criterion. In case of age group of above 40 years 25 per cent favored merit. 33.3 per cent were in favour of seniority and 41.6 per cent were in favour of mixed trend. Hence majority of the respondents i.e. 40 per cent were in favour of seniority as a criterion for promotion.

**Table 5.17: Age-wise Respondent's opinion Regarding promotion**

| Nature of Response | Number of Respondents (Age-wise) |             |                   |         |
|--------------------|----------------------------------|-------------|-------------------|---------|
|                    | 20-30 years                      | 31-40 years | 40 year and above | Total   |
| Merit              | 4(28.5)                          | 6(25)       | 3(25)             | 13(26)  |
| Seniority          | 6(42.8)                          | 10(41.6)    | 4(33.3)           | 20(40)  |
| Mixed              | 4(28.5)                          | 8(33.3)     | 5(41.6)           | 17(34)  |
| <b>Total</b>       | 14(100)                          | 24(100)     | 12(100)           | 50(100) |

$$\chi^2 = 0.16, p > .001$$

(Note: Figures in parentheses indicate the percentage of column total. )

On the application of  $\chi^2$  test, it is found that  $\chi^2$  value is less than the Table value at 1 per cent level of significance. Therefore, the null hypothesis is accepted with the conclusion that there is an insignificant difference in the opinion of (different age- groups) respondents regarding promotion.

#### 5.4.5 Edge of Good Performance in Promotion – Respondents' Views

The respondents' views regarding good performance being rewarded with promotion are recorded in the Table 5.18.

**Table 5.18: Edge of Good Performance in Promotion**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Often              | 2                     | 4          |
| Sometimes          | 10                    | 20         |
| Rarely             | 38                    | 76         |
| <b>Total</b>       | 50                    | 100        |

A majority of the respondents i.e. 76 per cent were of the opinion that good performance by the employees was rarely recognized in their organization and had very little or no correlation with promotion. About 20 per cent respondents felt that performance was sometimes rewarded with promotion. A meager 4 per cent however thought that promotion was often given to good performers.

### 5.5.1. Satisfaction with Regard to Getting Right Job

The response of the respondents was recorded sex-wise on whether the respondents thought that the right man was on the right job or not in their organization. The rationale behind recording the responses sex-wise was that it is generally believed that females are given soft jobs compared to males.

**Table 5.19: Satisfaction with regard to Getting Right Job (Gender-Wise)**

| Nature of Response | Number of Respondents (Gender-wise) |        |         |
|--------------------|-------------------------------------|--------|---------|
|                    | Male                                | Female | Total   |
| To Great Extent    | 2(5)                                | -      | 2(4)    |
| To some Extent     | 14(33)                              | 3(38)  | 17(34)  |
| Not At All         | 26(62)                              | 5(62)  | 31(62)  |
| <b>Total</b>       | 42(100)                             | 8(100) | 50(100) |

(Note: Figures in parentheses indicate the percentage of column total.)

Both males and females had identical opinion on whether right man was on the right job or not, while 62 per cent in both cases felt that right man was not at all on the right job, 33 per cent males and 38 per cent females were of the opinion that right man was on the right job to some extent.

### 5.5.2. Satisfaction with Regard to Rightman on Right Job (Age-wise)

Table 5.20 clearly shows that 7.14 per cent of the respondents in the age group of 20-30 years were satisfied to a great extent regarding the selection of rightman for right job, 57.14 per cent and 35.7 per cent were satisfied to some extent and not at all, respectively. Among the age group of 31-40 years, 4.16 per cent of the respondents were satisfied to a great extent, 25 percent of the respondents to some extent, 70.8 'not at all'. In case of age- group of above 40 years, 25 per cent of the respondents were satisfied to some extent and 75 per cent were dissatisfied with the manpower planning system of the corporation. After applying the  $\chi^2$  test, it is found that the calculated value is more than the table value at 5 per cent level of significance which leads to the conclusion that there is a significant difference in the opinion of respondents regarding manpower planning.

**Table 5.20: Satisfaction with Regard to Rightman on Right Job (Age-wise)**

| Nature of Responses | Number of Respondents (Age-wise) |             |                    |         |
|---------------------|----------------------------------|-------------|--------------------|---------|
|                     | 20-30 years                      | 31-40 years | 40 years and above | Total   |
| To Great Extent     | 1(7.14)                          | 1(4.16)     | -                  | 2(4)    |
| To some Extent      | 8(57.14)                         | 6(25)       | 3(25)              | 17(34)  |
| Not At All          | 5(31.7)                          | 17(70.8)    | 9(75)              | 31(62)  |
| <b>Total</b>        | 14(100)                          | 24(100)     | 12(100)            | 50(100) |

$$\chi^2 = 4.78, \quad P < .05$$

(Note: Figures in parentheses indicate the percentage of column total)

### 5.5.3 Satisfaction with Regard to Rightman on Right job (Education Level-wise) :

Table 5.21 indicates that 7.14 per cent of matriculate respondents were satisfied to a great extent regarding right man or right job. While 35.7 per cent of matriculates, 38.5 per cent of graduate and 22.2 per cent of post graduate were found satisfied to some extent, 57.1 per cent, 61.5 per cent and 77.7 per cent were not satisfied among their respective categories. As the table value of  $\chi^2$  at 1 per cent level of significance is less than the calculated value, the null hypothesis is accepted with the inference that there is an insignificant difference in the opinion of respondents regarding the selection of right man on right job.

**Table 5.21: Satisfaction with Regard to Rightman on Right job (Education Level-wise)**

| Nature of Responses | Number of Respondents (Education-level) |          |                       |         |
|---------------------|---|----------|-----------------------|---------|
|                     | Matric                                  | Graduate | Post Graduate & above | Total   |
| To Great Extent     | 2(7.14)                                 |          |                       | 2(4)    |
| To some Extent      | 10(35.7)                                | 5(38.5)  | 2(22.2)               | 17(34)  |
| Not At All          | 16(57.1)                                | 8(61.5)  | 7(77.7)               | 31(61)  |
| <b>Total</b>        | 28(100)                                 | 13(100)  | 9(100)                | 50(100) |

$$\chi^2=0.38, \quad P > .001$$

(Note: Figures in parentheses indicate the percentages of column total.)

### 5.6. Faith in Grievance Mechanism:

It is very essential for any organization to have a functional grievance mechanism, so that the employees do not feel exploited by their superiors. In order to measure the extent of faith of respondents in the mechanism, their views were sought and the same are presented in the Table 5.22.

**Table 5.22: Faith in Grievance Mechanism**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| To Great Extent    | 8                     | 16         |
| To some Extent     | 12                    | 24         |
| Not At All         | 30                    | 60         |
| <b>Total</b>       | 500                   | 100        |

As is evident from the Table 5.22, a majority of the respondents i.e. 60 per cent do not have any faith in the grievance mechanism. While 12 per cent do have faith in the mechanism up to some extent and only 8 per cent are totally satisfied with the grievance mechanism.

### 5.7 Employees Overburdened with Work-Respondents' Views:

In order to assess proper distribution of work and correct manpower planning, the respondents were asked whether they were overburdened with work. Their responses are recorded in the Table 5.23.

**Table 5.23: Employees Overburdened with Work**

| Nature of Response | Number of Respondents | Percentage |
|--------------------|-----------------------|------------|
| Often              | 26                    | 52         |
| Sometimes          | 19                    | 38         |
| Rarely             | 5                     | 10         |
| <b>Total</b>       | 50                    | 100        |

It is evident from the above table that a majority of the respondents i.e. 52 per cent felt that they were overburdened sometimes, whereas 10 per cent of the respondents opined that they rarely have any work to do and for the whole day they sit and remain idle in the office.

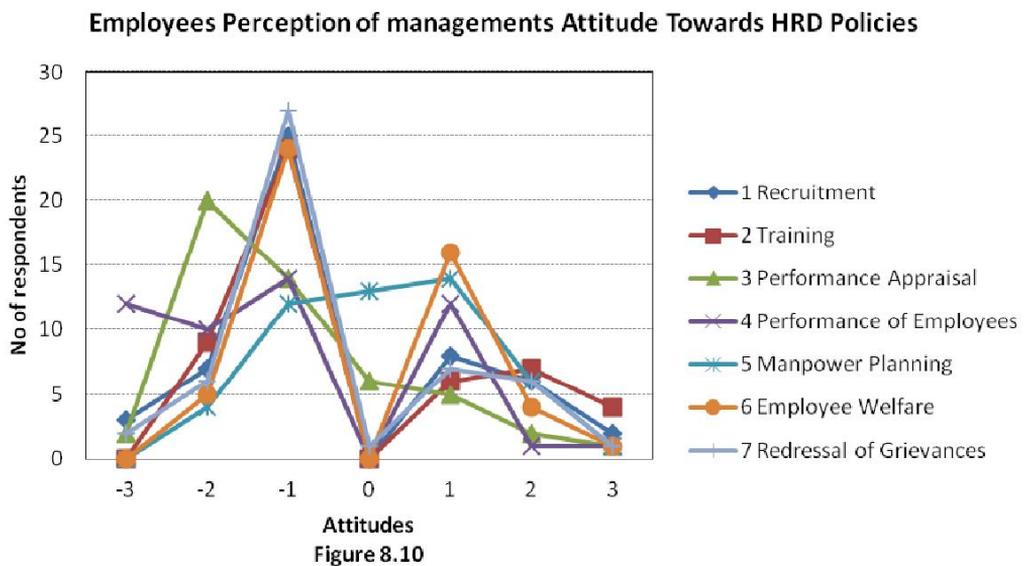
### 5.8 Employees' Perception towards Management's Attitude Regarding HRD Policies

All the 50 respondents have given their responses regarding the management's attitude. Their responses are tabulated in the Table 5.24.

**Table 5.24: Employees’ Perception towards Management’s Attitude Regarding HRD Policies**

| S.No. | Policy Category          | Score (Number of respondents) |    |    |    |    |   |   |
|-------|--------------------------|-------------------------------|----|----|----|----|---|---|
|       |                          | -3                            | -2 | -1 | 0  | 1  | 2 | 3 |
| 1     | Recruitment              | 3                             | 7  | 25 | -  | 8  | 6 | 2 |
| 2     | Training                 | -                             | 9  | 24 | -  | 6  | 7 | 4 |
| 3     | Performance Appraisal    | 2                             | 20 | 14 | 6  | 5  | 2 | 1 |
| 4     | Performance of Employees | 12                            | 10 | 14 | -  | 12 | 1 | 1 |
| 5     | Manpower Planning        | -                             | 4  | 12 | 13 | 14 | 6 | 1 |
| 6     | Employee Welfare         | -                             | 5  | 24 | -  | 16 | 4 | 1 |
| 7     | Redressal of Grievances  | 2                             | 6  | 27 | 1  | 7  | 6 | 1 |

The above data has been graphically represented in Figure 1.



**Figure 1: Employee’s Perception of Management’s Attitude towards HRD Policies**

**CONCLUSION**

It is found that a majority of employees have a slightly negative attitude towards the management as far as the recruitment is concerned. It is also observed that a majority of the respondents have felt dissatisfaction with the recruitment components. This corroborates with the data of Table 5.1 presented earlier.

As is evident from Table 5.10 that a majority of employees have a slightly negative attitude towards the management in respect of training, although about 34 percent of the employees have positive opinion also, ranging from slightly positive to highly positive.

It is observed that a majority of employees i.e. 82 percent are found unhappy over the existing training policy. Further, large numbers of respondents (40 percent) have a moderately negative attitude towards management in the context of performance appraisal. Another 28 percent have a slightly negative attitude. Only 16 percent have a positive attitude in this regard. It is inferred from the above data that a large majority of respondents have a negative attitude towards management with regard to promotions, while 24 percent have a highly negative attitude, 20 percent have a moderately negative attitude and 28 percent have a slightly negative attitude. Even among the positive side, 24 percent have only a slightly positive attitude. Overall the tilt is predominantly on the negative side. So far as the employee perception of management with regard to manpower planning is concerned, slightly positive trend is observed in this respect. There are 28 percent of the respondents who have a slightly positive attitude towards management in this regard. This is followed by 26 percent who are indecisive on this issue and 24 percent have a slightly negative attitude. Further 48 percent of respondents have a slightly negative attitude in this respect, 32 percent had a slightly positive attitude, 8 percent had a moderately positive attitude and 2 percent had a highly positive attitude. Overall the attitude is tilted towards the negative side.

A clear negative trend is visible from Figure 1. Big chunk of 54 percent respondents have a slightly negative attitude towards the management with regard to grievance mechanism. Total 70 percent respondents have a negative attitude in this regard. Only 28 percent have a positive attitude out of which 14 percent have only slightly positive attitude. The tilt is therefore predominantly on the negative side. While considering the above findings with the satisfaction of grievance mechanism, it is noted that a majority of the respondents i.e. 60 percent do not have any faith in grievance mechanism. This corroborates with the data of Table 9.22 presented earlier.

In a nutshell, it can be concluded that the role of HRD Policies is of great significance so far as the development of any institution is concerned. HRD Policies also play a dominant role in the development and performance of HPTDC. The management should concentrate on strengthening the HRD polices so that the employee can contribute cheerfully and meaningful way at an optimal level of efficiency.

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