Abstract of a Ph.D. Thesis entitled

“A Study of the Various Human Resources Development Policies and its Impact on Motivation and Performance of The Employees With Reference to Selected Industries In Nashik”

Submitted to
Savitribai Phule Pune University
For The Award of Degree of Doctor of Philosophy
In the subject Business Administration
Under the Faculty of Commerce

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1. **Introduction**

   Human Resource Management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements with a view to contribute to the goals of the organization, individual and the society. HR Policies are mere guidelines to give direction to the possible ways for bringing about harmonious Industrial relationship in Industrial and Business organizations. There are various HRD Policies and Practices such as Manpower planning, Recruitment and Selection, Training and Development, Performance Appraisal, Career Planning, Compensation Package, Leave and Travel and Employee Benefits etc. How are these HRD Policies and practices developed by the organizations within the framework of policies is, perhaps, more important. Researcher is going to find the degree of coordination between policies and practices in providing employees with greater motivation and better performance. These various policies increase motivation and performance of employees. Organization applies tools and techniques of motivation and reviews the employee’s performance appraisal which creates and maintains sound industrial relationship between employer and employees.

2. **Statement of the Problem**

   In any organization human resource is a valuable asset. Human Resource the main in productivity and quality of work. An organization’s goals can be achieved only when people put in their best efforts. Any organization can developed through proper motivated employees. So every organization tries to develop their human resource through motivation.

   The research problem here in this study is associated with the title of the research “A study of the various human resource development policies and its impact on motivation and performance of employees with reference to selected industries in Nashik.”
3. **Objectives of the study**

   Following are the objectives for the research study.
   
   3. To understand the correlation between motivation and performance in development of the career of employees.
   4. To evaluate of various instruments of motivation to boost employees Performance.
   5. To analyse the impact of globalization on human resource development.

4. **Justification of the Objectives**

   This is the age of globalization. In this globalization age organization and individual should develop and progress simultaneously for their survival and attainment of goals. So HRD Policies are important for enhancing the motivation and performance of the employees and these objectives are important to solve the problems and increase the Career Path of the employees.

5. **Statements of Hypotheses**

   The researcher has tested following statements of hypotheses.
   
   H1. There exists a positive relationship between HRD Policies and employee’s performance.
   
   H2. Sound HRD Policy promotes motivation among employees which leads to good industrial relationship.

6. **Scope of the Study**

   Human resource is the asset of the organization. Good and sound HRD Policies and practices can influence financial and other performance indicators of corporations by generating employee satisfaction. The study is intended to cover various HRD Policies of large scale organizations in Satpur and Ambad MIDC areas in Nashik.
7. Limitations

Data on some issues in the industry could not be available due to unwillingness of the respondents. Under the circumstances, oral answers given by the respondents could be a rough estimate rather than actual situation in their respective companies. The researcher was fully aware of such likely limitations and therefore, tried her best to overcome them.

8. Research Methodology

The type of research is ‘Exploratory’ based on extensive primary and secondary data collected for the purpose. The style of presentation is mainly analytical, however, wherever necessary, descriptive style is adopted to facilitate reader in grasping the content. Following are some elements included in research methodology-

8.1 Population and Sample of the Study—are given in Table 1.1 below:

<table>
<thead>
<tr>
<th>MIDC</th>
<th>Large Units</th>
<th>Products</th>
<th>Total Population</th>
<th>Sample Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Manag ers</td>
<td>Superv isors</td>
</tr>
<tr>
<td>Satpur</td>
<td>Jyoti St</td>
<td>Paste of MS</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>CEAT</td>
<td>Tyre</td>
<td>10</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Bosch</td>
<td>Nuzzles</td>
<td>24</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>49</td>
<td>74</td>
</tr>
<tr>
<td>Ambad</td>
<td>Crom. G.</td>
<td>Switch Gear</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Glaxo</td>
<td>Pharmaceuticals</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>74</td>
<td>103</td>
</tr>
</tbody>
</table>

Source- Primary Data Sample Selection

The researcher has picked up sample units using simple random sampling method.
8.2 Sources of Data Collection:-

(a) Primary Data: - It collected through three separate structured questionnaires, one each for Managers, Supervisors and Workers. Observation method was used during the course of researcher’s field visits.

(b) Secondary Data: - The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Supporting data is collected from reference books, Annual Reports of the selected units, Journals and Magazines and Various related Websites.

9. Techniques of Analysis of data

Analysis of data involves a number of closely related operations that are performed with the purpose of summarizing the collected data. Mathematical methods were used in data analysis as per the requirements. For example - Ratio analysis, tabulation, graph, charts, diagrams. Statistical tools were used for research as like Chi-Square test to test the hypotheses.

10. Chapter Summary:

There are total 8 chapters. A brief summary of the contents in each of the chapters is narrated below:

Chapter 1: Introduction
Chapter 2: Review of Literature and Research Methodology
Chapter 3: Profile of Maharashtra vis-à-vis Nashik
Chapter 4: Profile of Selected Sample Companies
Chapter 5: Impact of HRD Policy on Motivation and performance of Managers
Chapter 6: Impact of HRD Policy or Practices on Motivation and performance of Supervisors
Chapter 7: Impact of HRD Practices on Motivation and performance of Workers
Chapter 8: Summary, Findings and Suggestions
This chapter is devoted to; findings of the work with reference to objectives set in advance, testing of hypotheses and suggestions with regard to changes needed in HRD Policies offering better motivations to have a positive impact on improvement in performance of employees.

11. Literature Review-

An extensive review of related literature on HRD Policy and practices has been incorporated in this work that helped to improve the understanding of the researcher on the topic under study.

12. Major Findings

12.1 General Findings:

It was observed that out of total 25 supervisors in five sample companies, three supervisors in Bosch, Two supervisors each in Jyoti structure, Crompton, Glaxo and one supervisor in CEAT graded their company’s *HRD Policy Manual* as ‘excellent’ (36 per cent). Three supervisors in Jyoti structure, two supervisors each in the Bosch, Crompton and one supervisor in CEAT, Glaxo graded as ‘very good’, (36 per cent) whereas no supervisors in Jyoti structure and Bosch, two supervisors each in CEAT and Glaxo and one supervisor in Crompton graded this element as ‘Good’(20 per cent). None of the supervisors in all five sample companies graded ‘average’ to their company’s HRD Policy Manual. Only one Supervisor from CEAT graded ‘poor’ to in his company’s HRD Policy Manual. Hence the overall score of satisfied supervisors in sample companies is 92 per cent and that a small minority of remaining 8 per cent is dissatisfied on HRD Policy Manual of their companies (Table 6.35).

12.2. Findings on Perceptions of Managers

1) **Implementation of HRD Policies** It indicates that, 80 per cent of the Managers expressed full knowledge about implementation of HRD Policy Manual in their companies and just 20 per cent from Jyoti structure alone said that the same is being partially implemented.

2) **Functioning of Companies according to the Policies** It indicates that all the sample companies, cent per cent managers perceived that their Companies are functioning according to the policies framed and implemented strictly, according to HRD Policy Manual.
3) **Extent of Flexibilities in the Company Policies** It indicates that 80 per cent of the Managers reported full flexibility in implementation of HRD Policy Manual in their companies and just 20 per cent reported that the same is being implemented only partially.

4) **Managers Informed about HRD Policies of their Companies** indicates that 70 per cent of Managers were informed of the policy from the date of their entry into the company. 30 per cent of informed them about the HRD policies after becoming HOD (head of department). (Table 5.5)

5) **Extent of Motivation to Managers for better performance** cent percent managers of five sample Companies have unanimously agreed that Companies provide full motivation to perform their best.

12.3. **Findings on Perceptions of Supervisors**

1) **Motivation of performing well in the organization** those in aggregate, 96 per cent of the supervisors are happy with their company’s motivation drive. (Table 6.23)

2) **Rating Opportunities for career Advancement In Company** that 36 per cent of the supervisors graded ‘excellent’ and ‘good’ to this element. Another 24 per cent graded it as ‘fair’. Only 4 per cent graded as ‘no opportunities.’ (Table 6.21) Satisfaction of the supervisors on career advancement front seems to be poor.

3) **Responsible factors of increasing Motivation** 6 supervisors (24 per cent) agreed that monetary incentives are responsible factors of increasing motivation in their company. Another 2 supervisors (8 per cent) agreed non-monetary incentives and 16 supervisors (64 per cent) agreed both incentives are responsible factors of increasing motivation in their company. (Table 6.30)

4) **Performance evaluation of employees** all supervisors agreed positively that their company is evaluating their performance after regular intervals.

5) **Impact of HRD Policy and Practices on Motivation and Performance** 72 per cent Supervisors in five sample selected companies are agreed that their company’s various HRD Policy and Practices improves their motivation and performance in various ways. (Table 6.36)
12.4 Findings with regard to Workers’ Perceptions:

1) **Implementation of HRD Policy** - 99.2 per cent of workers are aware of the HRD Policies being implemented in their companies. (Table 7.6)

2) **Offering of Special Incentive** - 360 (98.4 per cent) of total workers enjoy special incentive offered by their company. (Table 7.6)

3) **HRD Policy Helps in Improving Industrial Relationship** - 350 (95.6 per cent) of total workers agreed positively that their company’s HRD Policy helps in improving sound relationship between them and their superiors. (Table 7.6)

4) **Companies Provide Knowledge of existing Performance Evaluation system** - 258 of total workers (70.5 per cent) is aware of the existing Performance Evaluation system provided by their companies. Around 29.5 per cent of workers didn’t respond on this aspect. (Table 7.6) This implies ignorance of a large section of workers ignorant of existing PE system in their companies.

5) **PE system enhances incentives** - Aggregate positive response to this element is least at 238 (65.0) per cent as compared to other four elements. 35 per cent of workers are ignorant of incentives through performance evaluation. (Table 7.6).

6) **Impact of HRD Policy and Practices on Motivation and Performance** - 82.5 per cent Managers in five sample selected companies are agreed that their company’s various HRD Policy and Practices improves their motivation and performance in various ways. (Table 7.27)

13. **Testing of Hypotheses**

Researcher has tested the following statements of Hypotheses:

H₁ There exists a positive relationship between HRD Policies and employees’ performance.

H₂ Sound HRD Policy promotes motivation among employees which leads to good industrial relationship.

The observations are as follows-

H₁ *There exists a positive relationship between HRD Policies and employees’*
Performance. This hypothesis has been proved in the study. This relationship is as follows.

This hypothesis has been statistically proved.

Perceptions of Managers: Training and Development: Cent per cent of the managers. Performance Appraisal: Cent per cent managers, Career Planning: 90 per cent of the Managers, Compensation Package: 90 per cent of Managers, Leave and Travel: 90 per cent managers, Job Promotion: 90 per cent managers and with regard to practice, 80 per cent supervisors and.

Reward: Clearly, 80 per cent managers and 96 per cent Supervisors, Loan Facility: 80 per cent, Appreciation of e-mail suggestions: 70 per cent. Managers were happy with these elements of HRD Policy.

About supervisor specific observations; Job Satisfaction: 96 per cent supervisors (Table 6.26), Job Promotion: 80 per cent Supervisors (Table 6.28), Compensation Package: 72 per cent Supervisors (Table 6.29), Reward: 96 per cent supervisors (Table 6.30) were found fully satisfied with these elements of HRD practices which is the motivational technique improve the performance of Supervisors. This hypothesis has been statistically proved through using the following ‘Chi-square test’.

In all tables indicates that their calculated value of $X^2$ is less than the table value. Hence, it may be suggested that the null hypothesis may be accepted and alternative hypothesis “There is a positive relationship exists between HRD Policy and employee’s performance” may be rejected.

$H_2$ Sound HRD Policy promotes motivation among employees which leads to good industrial relationship

Sound industrial relationship 70 per cent of Managers and 84 per cent of supervisors, (Table 5.6 and 6.12) were convinced of this fact. Supervisor’s and Worker’s Ranking of HRD Practices in Improving Industrial Relationship- Leave and Travel facility 88 per cent respondents, (Table 6.20). Compensation Package 82.4 per cent, (Table 6.16 and 7.5 indicates). Appreciation of e-mail Suggestions: 76 per cent supervisors, (Table 6.19).

Career Planning: 72 per cent respondents, both, Managers and Supervisors, (Table 6.15 and 7.6). Reward: In aggregate, 88 per cent of supervisors, (Table
Training and Development: 70.4 per cent, (Table 6.13 and 7.9). Job Promotion, 68.8 per cent, (Table 6.18 and 7.13). Performance Appraisal, 61.9 per cent respondents were found happy with these elements (Tables 6.14 and 7.11). The overall score is quite satisfactory to say that majority of the respondents are better off.

This proves Second Statement of Hypothesis that motivations provided in HRD Policies have created sound Industrial relationship through using the following ‘Chi-square test’

<table>
<thead>
<tr>
<th>Table Nos.</th>
<th>Statement of Hypothesis</th>
<th>H₀ Null Hypothesis</th>
<th>Observed Value</th>
<th>Table Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₂</td>
<td>There is no association between: Sound HRD Policy and Motivation</td>
<td>H₀ Accepted</td>
<td>0.845</td>
<td>3.84</td>
</tr>
<tr>
<td>5.6,6.22</td>
<td>Motivation and Performance</td>
<td>H₀ Accepted</td>
<td>136.25</td>
<td>3.84</td>
</tr>
<tr>
<td>5.6,6.22</td>
<td>Sound Industrial Relationship</td>
<td>H₀ Accepted</td>
<td>11.9</td>
<td>3.84</td>
</tr>
<tr>
<td>5.6,6.22</td>
<td>Accomplishment of goals</td>
<td>H₀ Accepted</td>
<td>1.27</td>
<td>3.84</td>
</tr>
<tr>
<td>5.6,6.22</td>
<td>Helps HR development</td>
<td>H₀ Accepted</td>
<td>1.105</td>
<td>5.99</td>
</tr>
<tr>
<td>5.6,6.22,7.14</td>
<td>Promotes stability</td>
<td>H₀ Accepted</td>
<td>53.6</td>
<td>5.99</td>
</tr>
<tr>
<td>7.14</td>
<td>Enables to accept new work</td>
<td>H₀ Accepted</td>
<td>0.68</td>
<td>5.99</td>
</tr>
<tr>
<td>7.14</td>
<td>Enables to face technological advancement</td>
<td>H₀ Accepted</td>
<td>27.3</td>
<td>5.99</td>
</tr>
<tr>
<td>6.16, 7.5</td>
<td>Compensation package as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Accepted</td>
<td>7.159</td>
<td>9.49</td>
</tr>
<tr>
<td>6.13,7.9</td>
<td>Training and development as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Accepted</td>
<td>9.70</td>
<td>9.49</td>
</tr>
<tr>
<td>6.18,7.13</td>
<td>Job promotion as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Accepted</td>
<td>11.03</td>
<td>9.49</td>
</tr>
<tr>
<td>6.14,7.11</td>
<td>Performance Appraisal as HRD Policies areas of HRD Policy maintain sound relationship</td>
<td>H₀ Accepted</td>
<td>11.9</td>
<td>9.49</td>
</tr>
</tbody>
</table>

*Values are calculated at degrees of freedom

Majority of elements, i.e. 8 out of 12 elements have rejected null hypothesis. Hence alternative hypothesis has been proved in sixty seven percent.
14. Suggestions

Researcher is pleased to make following suggestions and recommendations, which, she honestly feels, would beneficial to company for formulating and implementing the HRD Policies and practices which will impact positive on employee’s motivation and performance.

1. Managers

It is suggested that all Managers in Jyoti structure and CEAT need be kept informed about the HRD policy from the beginning of their association with the company. This will update them on the issues of policies and enable them to be competent in maintaining sound industrial relationship.

It is recommended For Bosch Company that the ‘additional increment’ incentive as a motivational technique neglected so far need be implemented. Bosch, Crompton Greaves and Glaxo Companies need to take care of the ‘leave and travel facility’ as an element of HRD Practices.

Crompton Greaves, company should provide detail information about ‘transfer and promotion’ and ‘loan facility’ available to their employees. In Glaxo, Company need to provide cash prize and extend promotions for all category of employees as a motivational technique that will make the employees to perform better.

2. Supervisors-

It is recommended for the Jyoti structure, CEAT that company should reformulate some HRD Policies such as Job promotion. Company should provide Reward, Cash prize motivational technique to the employees. For CEAT, company should improve the quality of some HRD Policies such as leave and travel, career planning. Company need to provide ‘Cash prize’ incentive to make them perform better. For Bosch, Company needs to communicate about HRD Policy manual to supervisors in detail. Company has neglected ‘additional increment’. This need be extended further to all the employees. Both the managers in Bosch and Crompton Greaves are only moderately satisfied to the ‘leave and travel’ element of HRD Practices. Authorities of this company need to find workable solution to this problem. For Glaxo, there is a need to improve the quality of some motivational techniques such as; Job satisfaction that will make the employees to perform better.
Compensation package, Job promotion, leaves and travel, Training and development as an element of HRD Practice provided by the company is not at all satisfactory. Supervisors are not happy with it. Company needs to improve the quality of this HRD Practices.

3. Workers:

For Jyoti Structure, Company need to improve some motivational techniques such as subsidized canteen, sports and cultural activities, transfer at Desired Place. Also improve the quality of this performance evaluation system ‘evaluation by colleagues’. For CEAT, Company should need to adopt and keep the employees informed of various methods of performance appraisal to evaluate them. Bosch Company shall pay more attention to improve the quality in some HRD Practices such as Increments and Bonus. Many workers avail of the facilities offered under Sports and cultural activities provided by the company which made their promotion easy. For Crompton Greaves, researcher suggests that company has to improve the quality in some HRD Policies such as salary and wages, performance appraisal, health and security and Increments and Bonus. For Glaxo, researcher suggests that company need to improve the quality in some HRD Practices which lead to create incentives among workers such as Increments and Bonus, performance appraisal. Company should give the more additional Increments and transfer as per demand to the employees after evaluating the satisfactory performance. Motivation in Glaxo, workers complain that it is too poor. Company needs to improve the quality of their best motivational techniques that will create and maintain the sound industrial relationship between the employees.

15. Conclusion

Organizational HRD policies and practices definitely add to the efficiency of organizations as well as employees. It generates commitment and motivation among the employees in such a way that they are induced to achieve or accomplish the goals and targets of their organisation.

It creates and maintains loyalty of employees towards the organization and increases their performance at all the levels of the hierarchy of employees. It is the main finding of researcher’s inquiry with all the five sample companies’ employees such as Managers, Supervisors and Workers. This proved that healthy HRD Policies and
Practices is an indication of sound and healthy relationship between employer and employee.

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