



A CASE STUDY OF RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT WITH SPECIAL REFERENCE TO EMPLOYEES WORKING IN AHMEDNAGAR M.I.D.C., AHMEDNAGAR.

CA (Dr) Paresh P. Bora
Ahmednagar College, Ahmednagar.



ABSTRACT:

After liberalization, privatization and globalization in India, there have been tremendous changes in human resource management policy of industrial sector. Recruitment of employees on contract basis is one of the important reasons. Now there is lack of permanent jobs in industrial sector. There is keen competition among employees to sustain their jobs. There is need of motivation and incentives to these employees. Loyalty and commitment of these employees is of utmost importance for the survival of industrial sector. Performance of an organization is directly depends upon human resources of that organisation. There is need of proper training to the workers who directly work on huge machines. Office work also needs some other skills which must be enhanced in human resources by the top level management of the organization. There is need of long term strategic planning for overall development of human resources. Proper health facilities should also be made available to these workers. It will certainly motivate them to show their best performance.

KEYWORDS: Recent Trends, Human Resource Management, Employees.

INTRODUCTION

Human resources play very important role in the success of a business unit. Even survival of a business unit depends upon their performance. Therefore human resource policy has got very significant place in decision making of top level management. Top level management has now started to identify all key factors which directly or indirectly influence motivation level and performance of employees. The main objective of this research is to study human resource policy of the top level management. It aims to study if they are getting proper facilities or not. It also aims to study its impact on their performance.

HUMAN RESOURCE MANAGEMENT -

Concept- According to Pulapa Subba Rao, human resources management (HRM) is managing the functions of employing, developing, compensating and utilizing human resources, resulting in the creation and development of human and industrial relations which would shape the future policies and practices of human resource management, with a view to contribute proportionately (due to them) to the organizational, individual and social goals.

Strategies of Human Resource Development- There are many functional strategies of human resource management. Some of them are as under :

- **Employment-** There can be long run plan for the availability of efficient human resources. There is option of internal as well as external sources.
- **Development-** Training is given for the development of human resources.
- **Personal Appraisal-** There is continuous personal appraisal of all human resources.
- **Compensation-** There is well defined policy of compensation to human resources in terms of salary and other incentives.
- **Industrial Relations-** Human resource department takes care of smooth relationship between top level management and the employees working in the organization.

Significance- Policy of top level management about human resource development plays very important role in overall development of an industrial unit. Even survival of industrial units depends upon it. Therefore human resource development policy must be clear and well defined. Performance human resources depend upon treatment they are getting from top level management. It includes monetary benefits as well as respect of their feelings. Proper training can enhance their skills and they can improve their performance. Handsome salary and other incentives can keep them loyal to the organization. Their commitment to the organization is very important to increase competitiveness of the business organization.

REVIEW OF LITERATURE-

In 2004, Beal carried a research on psychological aspects of managers in Hilton hotels. He arranged face to face meetings with various managers for it. He urges that managers should get rid of manual processes so that they can concentrate on more value adding work.

Pollitt conducted a research in 2005. He has given importance to leadership skills in his research. According to him, a leader should be able to manage diversity so that he will be able to deliver accurate and timely services.

Duke carried out a study in 2010 on Expectancy Theory of motivation. According to him, there is need of long- term strategic incentive plans. He suggested that there should be clear and visible link between performance and outcomes of human resources.

Adhikari took a research project in 2010 in which he urged need of developing learning environment to enhance skills and competitiveness of employees. According to him, competitiveness of a company is directly related to the skills of its employees.

Androniceanu carried out a research in 2011 in which he gives importance to the sustainable organizational development. His research aims to find out new possibilities of increasing motivation level of human resources. He suggests that there should be new system which includes bonus and various types of incentives for human resources so that there will be increase in the motivation level of human resources.

Khan and Sheikh conducted a research in 2012 in which they give importance to holistic education for human resource development. According to them, organizations should give more emphasis to ethics and moral goal.

Amin, Ismail, Rasid and Selemani carried out a research project in 2014 in which they carried survey of 300 employees of public university. Respondents include teaching as well as non-teaching staff. They examined how organizational performance is influenced by human resource management practices in an organization. They give emphasis on improvement in human resource practices for increasing the effectiveness of performance of university.

NEED OF STUDY-

Globalization has brought many changes in the industrial sector. There are many changes in human resource development policy. Companies have been concentrating on increase in the profit. Human resources don't have guarantee of permanent jobs. It has created feeling of uncertainty among them. Now there is policy of recruiting employees through contractors. Therefore employees are getting very low salary. It has directly influenced their ability to work with full efficiency.

OBJECTIVES-

1. To know policy of top level management regarding human resource development.
2. To know impact of human resource development policy of top level management on overall performance of employees.
3. To know recent changes in human resource development policy of top level management.

RESEARCH METHODOLOGY-

Research is based on primary information collected from 300 workers working in various companies situated at Ahmednagar M.I.D.C., Ahmednagar. Face to Face meetings were arranged to take interviews of these respondents. Observation method is also used for interpretation of data.

Scope-

- 1) Data are collected from 300 workers working in M.I.D.C. area of Ahmednagar city, Maharashtra.
- 3) Random sampling method of data collection is used for the current research.
- 4) Research focuses only on recent changes in selected human resource development policy of top level management.

Sample Data-

Sr. No.	Type of work	No. of Respondents
01	Office Work	150
02	Factory Work	150
	Total	300

Data Analysis and Interpretation-

300 respondents were chosen from M.I.D.C. area of Ahmednagar city. 150 respondents work directly on machines and 150 workers are engaged in office work.

Questionnaire	No. of respondents working in factory			No. of respondents doing office work		
	Yes	No	Total	Yes	No	Total
1) Do you have permanent job?	19	131	150	17	133	150
2) Have you taken training for your job?	133	17	150	138	12	150
3) Do you get training from your company for your skill development?	32	118	150	28	122	150
4) Do you get adequate salary to fulfill your basic requirements?	42	108	150	22	128	150
5) Are there any additional incentives for additional work?	31	119	150	27	123	150
6) Do you get any health facility from your company?	17	133	150	11	139	150
7) Is there any facility for education to your kids by your company?	12	128	150	17	133	150
8) Do you get traveling allowance from your company?	19	131	150	14	136	150
9) Do you get paid leaves?	17	133	150	21	129	150
10) Is there any other facility to your family by your company?	11	139	150	07	143	150
11) Do you think to leave this job if you are getting better opportunity?	137	13	150	133	17	150

Responses in percentage (%)

Questionnaire	No. of respondents working in factory			No. of respondents doing office work		
	Yes	No	Total	Yes	No	Total
1) Do you have permanent job?	12.67	87.33	100	11.33	98.67	100
2) Have you taken training for your job?	88.67	11.13	100	92	08	100
3) Do you get training from your company for your skill development?	21.33	78.67	100	18.67	91.33	100
4) Do you get adequate salary to fulfill your basic requirements?	28	72	100	14.67	85.33	100
5) Are there any additional incentives for additional work?	20.67	79.33	100	18	82	100
6) Do you get any health facility from your company?	11.33	78.67	100	7.33	92.67	100
7) Is there any facility for education to your kids by your company?	08	92	100	11.33	78.67	100
8) Do you get traveling allowance from your company?	12.67	87.33	100	9.33	90.67	100
9) Do you get paid leaves?	11.33	78.67	100	14	86	100
10) Is there any other facility to your family by your company?	7.33	92.67	100	0.67	99.33	100
11) Do you think to leave this job if you are getting better opportunity?	91.33	8.67	100	88.67	11.33	100

Total responses and their percentage

Questionnaire	Total number of respondents working in factory as well as in office			Percentage (%)		
	Yes	No	Total	Yes	No	Total
1) Do you have permanent job?	36	264	300	12	88	100
2) Have you taken training for your job?	271	29	300	90.33	09.67	100
3) Do you get training from your company for your skill development?	60	240	300	20	80	100
4) Do you get adequate salary to fulfill your basic requirements?	64	236	300	21.33	78.67	100
5) Are there any additional incentives for additional work?	58	242	300	19.33	80.67	100
6) Do you get any health facility from your company?	38	262	300	12.67	77.33	100
7) Is there any facility for education to your kids by your company?	29	271	300	09.67	90.33	100
8) Do you get traveling allowance from your company?	33	267	300	11	89	100
9) Do you get paid leaves?	38	262	300	12.67	77.33	100
10) Is there any other facility to your family by your company?	18	282	300	06	94	100
11) Do you think to leave this job if you are getting better opportunity?	270	30	300	90	10	100

Only 12% people working in various companies on various posts have permanent job. It is the result of recruitment of employees on contractual basis. It has created feeling of uncertainty among new generation employees. It is also observed that permanent employees are more than 50 years old. It

means after liberalization, privation and globalization companies have almost stopped recruitment of employees on permanent basis. It's good sign that 90.33% employees have already taken training before joining their job. At the same time, 10% respondents told that they don't get training from companies for their skill development. It means top level management is careless about the skill development of employees. Only 21.33% respondents told that they get adequate salary to fulfill their basic needs. Here basic needs include food, clothing, shelter, Education and medical facilities. It should be taken seriously that only 19.33% respondents get additional incentives for additional work. Only 12.67% respondents get health facilities from their companies. It reveals a serious fact that 77.33% respondents don't have any sustainable security of their own health. Even they are not able to spend money in private hospital at their own if anything happens to them or their family. Only 9.67% respondents get financial assistance for the education of their kids. 90.33% respondents are unable to prove quality education to their kids because of increasing cost of education and their lower income. Only 11% respondents get travelling allowance from their companies. Ahmednagar M.I.D.C. is about 14 kms away from the city. Workers working in this area need travelling allowance, it is completely neglected by human resource management. Only 12.67% respondents get paid leaves in case of any emergency. It means 77.33% respondent don't get salary in case of their leaves for emergency. It is observed that they don't get medical leave. 6% respondents told that they and their family get some other facilities also. Top level management of various companies should take it seriously that 90% of the respondents told that they want to leave job if they get better opportunity. It shows that there is increasing labour turnover. Few of the respondents told that top level management don't take labour turnover seriously because of increasing unemployment and young generation is ready to work at lower rate of salary or wages.

FINDINGS-

- 1) Workers working on contractual basis are not getting adequate salary to fulfill their basic needs.
- 2) Proper health facilities are not provided by the companies to the workers working on contractual basis.
- 3) There is lack of proper skill development programs for the workers working on contractual basis.
- 4) There is no job assurance to the workers working on contractual basis.
- 5) There are no schemes of future welfare benefits for the workers working on contractual basis.

RECOMMENDATIONS-

- 1) Recruitment of employees on contractual basis has directly attacked on the rights of workers.
- 2) There is need of permanent job assurance in industrial sector.
- 3) There is need of future monetary benefits to industrial workers after completion of contract.
- 4) There should be some social standards for the industrial units about the welfare of workers working on contractual basis.
- 5) Workers working on contractual basis should get adequate salary to fulfill their basic requirements.

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