



**Human Resource Development strategies in power sector:
A case study with reference to Andhra Pradesh Southern Power
Distribution Company limited.**

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Abstract: The study was undertaken keeping in view the objective to focus attention on the structure and functions of the personnel unit of the APSPDCL. It is found that the government undertakings so far have not realized the significance and bearing with a scientific management of human resources has on the overall performance of an organization. This approach towards managing personnel and the absence of professionally qualified personnel experts have led to the deterioration of the human face and lack of motivation on the part of employees. This focus of the study is on HRD strategies and the impact of training and performance of employees.

Keywords: *government*, dynamic capital, skills, knowledge

Introduction

Human resource is one of the most important and dynamic capital on the growth of the organization. In the era of information and knowledge, two most serious issues that plague industry are retention and development of human resources. Human resource development is the frameworks for helping employees develop their personal and organizational skills, knowledge and abilities. Human resource development in the organizational context is a process by which the employees of an organization are helped in a continuous, planned way to: a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles. b). develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational culture in which supervisor-subordinate relationships, team work and

collaboration among sub units are strong and contribute to the professional well-being, motivation and pride of employees. HRD possesses tremendous potential to bring about qualitative changes at work places, societal, family, and cultural and at organizational levels. It has revolutionized every sphere of organization, word-over, irrespective of size, control and nature of ownership. The public as well as private sector including health, family welfare, education, police, defense, service industry etc., have initiated HRD system and mechanism for the development of their employees as well as at organizational context.

Energy is the prime mover of economic growth and is vital to the substance of a modern economy. Future economic growth crucially depends on the long-term availability of energy from sources that are accessible and environmentally friendly. India ranks



sixth in the world in total energy consumption and needs to accelerate the development of the sector to meet its growth aspirations. The country, though rich in coal and abundantly endowed with renewable in the form of solar, wind, hydro and bio-energy has very small hydrocarbon reserves (0.4% of the world's reserve). India, like many other developing countries, is a net importer of energy, more than 25 per cent of primary energy needs being met through imports mainly in the form of crude oil and natural gas. The rising oil imports bill has been the focus of serious concern due to the pressure it has placed on scarce foreign exchange resources and is also largely responsible for energy supply shortages. The sub-optimal consumption of commercial energy adversely affects the productive sectors, which in turn hampers economic growth.

Objectives of the study

The study was undertaken keeping in view the following objectives:

1. To focus attention on the structure and functions of the personnel unit of the APSPDCL.
2. To study the transfer and placement policy with regard to engineers in detail and to measure its impact on the morale and performance of the engineers.
3. Job satisfaction and morale are two very important aspects which affects the performance. It was to be ascertained whether the required level of job satisfaction and morale exist and if it not, what are its consequences and how the required level can be achieved.
4. To study the defects in the recruitment system and its impact on

the quality of engineers who are entrusted with the jobs of framing and achieving organizational objectives.

Hypothesis of the Study

1. Inconsistent promotional policies have bred stagnation which has resulted in low level of morale of employees.
2. Poor perception on the part of management about training needs has left the employees disoriented and unidentified with the objectives of the organization.
3. The unscientific and lopsided recruitment practices have restricted the entry of talented man power in APSPDCL.

Methodology

For the purpose of conducting the present study, primary and secondary data were used. The primary data was collected through a well-designed questionnaire from a sample of respondents; the secondary data was collected through the published material of the organization by personally visiting the offices.

Size of the sample

In the first stage, out of 6 APSPDCL divisions operating in Prakasam District two divisions constituting 35 per cent have been selected for the study. Further, out of a total employees of Operating and Maintenance Staff of 372 about 130 accounting for 35 per cent have been chosen as sample. Similarly, in Markapur division, out of total Operating and Maintenance Staff of 302, about 105 accounting for 35 per cent have been chosen as the sample. The simple random



sampling technique has been employed to select the sample respondents.

Results and Discussions

Table-1: Employee's satisfaction with the existing recruitment procedure

S.No	Scale of Satisfaction	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Highly Satisfied	28	21.54	34	32.38
2	Satisfied	42	32.31	40	38.09
3	Neutral	30	23.07	16	15.24
4	Dissatisfied	18	13.85	4	3.82
5	Highly Dissatisfied	12	9.23	11	10.48
Total		130	100	105	100

Chi-square Value = 11.31*, df=4 Table Value = 9.49

Source: survey

It is evident from the fact that majority of 38.09 per cent of Engineers and Operating staff of Markapur division stated satisfied with the procedure recruitment system as against 32.32 per cent of those in Ongole division. It is followed by 32.38 per cent of Markapur division who stated highly satisfied with the statement when compared to 21.54 per cent of Ongole division. However, dissatisfaction of the employee respondents is seen with regard to the recruitment procedure more with Ongole division as 13.85 per cent reported dissatisfied when compared to 10.48 per cent of Markapur division who are highly dissatisfied against meagre figures of Ongole division.

Table -2: Unbiased Selection of Employee Recruitment

S.No	Scale of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	19	14.61	14	13.33
2	Agree	56	43.08	26	24.76
3	Neutral	35	26.92	35	33.33
4	Disagree	14	10.77	21	20.00
5	Strongly Disagree	6	4.62	9	8.58
Total		130	100	105	100

Chi-square Value = 11.20*, df= 4 Table Value = 9.49

Source: survey

It can be seen from the data that the opinion given by the respondents clearly reveal that the extent of satisfied is greater than dissatisfied. It is evident from the fact that 43.08 per cent of Operating staff of Ongole division absolutely agree that the selection recruitment is unbiased, and it is as against 24.76 per cent of Markapur division. It is followed by 14.61 per cent



of Ongole division against 13.33 per cent of Markapur division who strongly disagree stating there is bias in selection. However, disagreement is reported very much to the statement of unbiased

selection of employee recruitment mostly with respect to Markapur division as 20 per cent disagreed and as against 8.58 per cent of Ongole division.

Table- 3: Training Is Useful for bringing about Organizational Orientation among the Employees

S.No	Scale of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	44	33.85	28	26.67
2	Agree	46	35.39	42	40.00
3	Neutral	22	16.92	13	12.38
4	Disagree	14	10.76	14	13.33
5	Strongly Disagree	4	3.08	8	7.62
Total		130	100	105	100
Chi-square Value = 4.78 df= 4 Table Value = 9.49					

Source: survey

Table 3 shows that 33.85 per cent of Operating staff of Ongole division stated that the training is useful for bringing about organizational orientation among the employees compared to 26.67 per cent of Markapur division. Similarly, 40 per cent of the of Markapur division

stated training is useful as against 35.39 per cent of Ongole division. And 7.62 per cent and 3.08 per cent of Operating staff of Ongole and Markapur division stated that training is not useful for bringing about organizational orientation.

Table - 4: Training leads to improvement in job performance

S.No	Level of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	52	40	32	30.48
2	Agree	40	30.76	49	46.67
3	Neutral	19	14.62	6	5.71
4	Disagree	7	5.39	8	7.62
5	Strongly Disagree	12	9.23	10	9.52
Total		130	100	105	100
Chi-square Value = 10.14* df= 4 Table Value = 9.49					

Source: survey

Table 4 shows that 40 per cent of Operating staff of Ongole division stated that the training leads to improvement in job performance compared to 30.48 per

cent of Markapur division. Similarly, 30.76 per cent of the of Ongole division stated that training leads to improvement in job performance as against 46.67 per



cent of Ongole division. And 9.52 per cent that there is no improvement in job and 9.23 per cent of Operating staff performance Markapur and Ongole division stated

Table – 5: Employee satisfaction with the recognition received for doing a good job

S.No	Level of satisfaction	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Highly Satisfied	40	30.77	23	21.91
2	Satisfied	52	40	36	34.28
3	Neutral	20	15.38	16	15.24
4	Dissatisfied	14	10.77	16	15.24
5	Highly Dissatisfied	4	3.08	14	13.33
Total		130	100	100	100
Chi-square Value = 11.10* df=4, Table Value = 9.49					

Source: Survey

Table 5 shows that 30.77 per cent of Operating staff of Ongole division stated that the recognition received for doing a good job compared to 21.91 per cent of Markapur division. Similarly, 40 per cent of the Ongole division stated that recognition received for doing good job as against 34.28 per cent of Markapur division. And 13.3 per cent and 3.08 per cent of Operating staff of Markapur and Ongole division stated that there is no recognition for doing a good job.

Table – 6: Enough involvement that affect your work in decisions

S.No	Level of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	50	38.46	22	20.95
2	Agree	42	32.31	32	30.48
3	Neutral	18	13.85	15	14.29
4	Disagree	14	10.76	14	13.33
5	Strongly Disagree	6	4.62	22	20.95
Total		130	100	105	100
Chi-square Value = 19.21** df=4, Table Value = 13.3					

Source: survey

Table 6 shows that 38.46 per cent of Operating staff of Ongole division stated that enough involvement affects work decisions compared to 20.95 per cent of Markapur division. Similarly, 32.31 per cent of the Ongole division stated that enough involvement as against 30.48 per cent of Markapur division. And 20.95 per cent and 4.62 per cent of Operating staff of Ongole and Markapur division stated that there is no improvement in job performance



Table – 7: Satisfied with the ability to maintain a reasonable work - life balance

S.No	Level of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	56	43.08	23	21.91
2	Agree	24	18.46	44	41.91
3	Neutral	23	17.69	18	17.13
4	Disagree	17	13.08	16	15.24
5	Strongly Disagree	10	7.69	4	3.81
Total		130	100	105	100
Chi-square Value = 20.45** df=4, Table Value = 13.3					

Source: survey

Table 7 shows that 43.08 per cent of Operating staff of Ongole division stated that they are maintaining and satisfied with the work life balance compared to 21.91 per cent of Markapur division. Similarly, 41.91 per cent of the Markapur division stated that enough involvement as against 18.46 per cent of Ongole division. And 15.34 per cent and 13.08 per cent of Operating staff of Markapur and Ongole division stated that there is no improvement in job performance.

Table – 8: Satisfaction with the existing placement policy

S.No	Level of satisfaction	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Highly satisfied	29	22.31	27	25.71
2	Satisfied	41	31.54	37	35.24
3	Neutral	39	30.00	19	18.09
4	Dissatisfied	21	16.15	22	20.95
5	Highly dissatisfied	--	--	--	--
Total		130	100	105	100
Chi-square Value = 4.59 df=4, Table Value = 9.49					

Source: survey

Table 8 shows that 25.71 per cent of Operating staff of Markapur division stated that they satisfied with the placement policy compared to 22.31 per



cent of Ongole division. Similarly, 35.24 per cent of the Markapur division stated that they are satisfied with the placement policy as against 31.54 per cent of Ongole division. And 18.09 per cent and 30.00 per cent of Operating staff of Markapur and Ongole division stated neutral opinion against the statement.

Findings

- The maximum number of respondents have found the existing recruitment procedure unfair and partial.
- The study was conducted in order to examine the existing methods of human resource development undertaken by APSPDCL in order to enrich its manpower. Human resource development is confined not only to training and promotion but it also aims at creating a climate in the organization where every worker is able to exploit his full potential for participating in the organizational objectives.
- The empirical investigation also reveals that the condition of training programmes was quire grim. There is no systematic application of techniques of human resource development in APSPDCL.

Suggestions

1. Training forms an important ingredient of Human Resource Development Strategy. There is a strong need to create a training institute within the organization which should have a blend of permanent members and faculty to manage training programmes to train the employees.

2. The performance of employees can be determined qualitatively. Hence, there is a greater need to create a comprehensive method for determining the merit and suitability of employees for the purpose of granting promotion.
3. The concept of management by objectives should be introduced. This involves fixing of goals and emphasis on the purpose of activity rather than the activity itself. Superiors and subordinates should jointly identify their common goals. This makes utilization of all levels of personnel resulting in maximum output.

Conclusion

It can be concluded that the concept of human resource development is totally alien to the electricity board. HRD strategies consist of a variety of tools which are applied for enriching the human resources in order to attain the optimal level of efficiency. There is a need to create a human resource development staffed with adequacy qualified and professional experts who can introduce the concept of human resource development and implement it with vigor and zeal as is happening in private sector organizations.

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