Human Resource Development Climate In National Aviation Company Of India Limited: An Empirical Study

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Introduction

Human resource is the most important and valuable resource that every organization has in the form of its employees. No organization can think of viability and effectiveness without the efficient utilization of human resources, which is a very tough task in the present age of technological advancement, knowledge explosion, social changes and increased governmental intervention in business and industry. The optimal utilization of natural resources and the factor inputs of capital and technology depend on the extent of use of human resources. The management of human resources represents a significant measure of utilizing human resources to accomplish organizational goals that include making profits, survival and growth. It is a known fact that every country strives hard for its steady and speedy economic development. Though factors such as exploration of natural resources, availability of physical and financial resources, and international aid contribute to the economic development of a country, none of these factors is more significant than the efficient and committed manpower of the country. In fact, it may be said that all the development comes from the human mind. Human resources shape the organization from scratch to the pinnacle of success. It is important to note that the “most important resource of the organization is human resource”. The role of human resources in any organization is critical in the sense that different people have different perceptions, and expectations and all of them have to be properly managed and developed from the organizations’ successful point of view. Developing human resources, upgrading their skills and extending their knowledge and competencies would lead to organizational development. The effectiveness with which various kinds of human
resources are coordinated and utilized is responsible for its success. Therefore, human resource development is the key to enhance and utilize the intellectual, technological and entrepreneurial skills.

**Statement of the Problem**

Since India began to liberate its economy in 1991, a certain amount of uncertainty has crept into some segments of the economy. One prominent segment is the so-called “public sector” which really is a form of state capitalism. It was “protected” by a variety of concessions; all in the private sector were often taken over by this sector, to preserve employment at all costs instead of allowing them to liquidate their assets. In the case of basic and key industries as listed under the Industry Policy Resolution of 1956, rigid bureaucratic controls and lack of accountability generally kept per capita productivity miserably low. Needless to mention, the main objective of any business organization is to earn profits. However, in the case of public sector undertakings, the main objective is to serve the society, and at the same time, they are expected to make some profits. However, according to some published sources, the public sector undertakings make either negative or insignificant profits. Though various reasons have been attributed to the poor performance of the public sector undertakings, one of the major reasons stated is the poor performance and non-involvement of their human resources. It is said that in a developing country, such as India, the work force is not educated enough and hence, the managements of these organizations find it difficult in getting their objectives accomplished through their workforce.
Indian Airlines has been setting the standards for civil aviation in India since its inception in 1953. It has many firsts to its credit. Its unique orange and white logo emblazoned on the tails of all its aircraft is perhaps the most widely recognized Indian brand symbol and over the years has become synonymous with service, efficiency, and reliability. India’s chiefly domestic State-owned carrier, Indian Airlines Limited, flies passengers and cargo to 59 domestic and 16 international destinations. The airline carries about six million passengers a year and has a substantial freight operation. The National Aviation Company of India Limited, Southern Region, is a large-scale public sector fleet operator in India and employs huge amount of workforce. The public sector enterprise is required to have a competent workforce to sustain its competitive advantage in the global business scenario. In general, people differ in their abilities and aptitudes. These differences are natural to a great extent and cannot be eliminated even by giving the same basic education and training to them. There will be some differences in the job. Therefore, it is necessary for management to know these differences so that the employees with better skill may be rewarded and the wrong placements of employees may be rectified. Thus, there is a great need to have suitable performance appraisal system to measure the relative merit of each employee. Stereotype of appraisal system, biases of the superiors, etc. are certain problems faced by the employees of the National Aviation Company of India Limited, Southern Region.

The genesis and development of employees at National Aviation Company of India Limited are no accidental happenings, but a planned and well thought-out effort that has today blossomed into employee development in its holistic sense.
Employee development primarily looks at people as organization asset and believes that unlike physical assets, they appreciate in value over a period by careful nurturing of their inbuilt talents and potentials through a process of mutual trust and understanding practiced by management and employees acting on a common platform of achieving organizational goals. Employee development scenario at National Aviation Company of India Limited can be best described taking into consideration the diverse processes involved and the efforts of the employees in learning by themselves many skills in trade and professionalism, which is its strength today and reflected in its high earnings growth. However, problems in getting eminent faculty, lack of infrastructure at regional level, lack of feed back from trainees and inadequate budget allocation for conduct of training programmes are the pertinent issues associated with the training and development programmes of the National Aviation Company of India Limited. Delay in implementation of career progression, conflict among unions in implementing career progression programmes, and lack of clarity in the career progression policy are the other problems with respect to career development of employees in National Aviation Company of India Limited. Since the Industrial Policy, 1991, there has been decline in the market share of the National Aviation Company of India Limited due to the impact of privatization. As a result, too many of their routes have been dropped. To avoid this kind of events and the subsequent retrenchment of employees in future and identify the sources for the effective utilization of human resources, an attempt has been made to study the human resource development climate of the National Aviation Company of India Limited, Southern Region.
Objectives of the Study

The objectives of the study are as follows:

1. To study the need and importance of human resource development climate in general.

2. To review the human resource development policies and practices of the National Aviation Company of India Limited, Southern Region.

3. To study the perception of the administrative staff towards human resource development policies of the National Aviation Company of India Limited, Southern Region.

4. To study the perception of the workmen towards human resource development practices of the National Aviation Company of India Limited, Southern Region.

5. To suggest appropriate measures to improve the human resource development climate of the National Aviation Company of India Limited, Southern Region.

Research Design

This study is empirical in nature based on survey method. The first-hand information for this study was collected from the establishment section of the National Aviation Company of India Limited, Southern Region. This study was confined to employees of the National Aviation Company of India Limited, Southern Region. This organization has 21 departments and 11 stations in different places of the Southern Region namely, Bangalore, Chennai, Coimbatore,
Hyderabad, Kochi, Kozhikode, Madurai, Thiruvananthapuram, Trichy, Thirupathi, and Visakhapatnam. The employees working in these stations only were considered as total population. The total strength of human resources was 3772 as on 30.09.2012. By adopting the stratified random sampling technique, 566 respondents i.e. 423 administrative staff (110 officers and 313 supervisors) and 143 workmen were selected by using Tippet’s random number table. For this study, the employees were classified into three categories namely officers, supervisors and workmen. Two types of questionnaires have been employed to collect primary data. A separate questionnaire has been employed to study the perception of the administrative staff towards human resource development policies of the organization. In order to study the perception of the workmen towards human resource development practices, separate questionnaire has been employed. The ultimate object of the study was to evaluate the human resource development climate of the National Aviation Company of India Limited, Southern Region. Two different analyses were made in this study. Firstly, an analysis has been made to study the perception of the administrative staff towards the human resource development policies of the company. Student t test and analysis of one-way variance were employed to measure the relationship between the respondents’ satisfaction and human resource development policies of the National Aviation Company of India Limited. Secondly, in order to find out the attitudinal differences of the workmen, chi square test, co-efficient of variation, factor analysis, and multiple regression analysis were employed. To arrive at possible solutions, comprehensive descriptive and percentage analysis were also employed in this study.
Findings

1. There is no significant difference in the satisfaction level of the respondents belonging to different gender, age, educational status, salary and length of experience with the HRD policies of the NACIL. However, a significant difference is found in the satisfaction level of officers and supervisory staff towards HRD policies of the NACIL.

2. Male respondents, respondents in the age group above 55 years, respondents belonging to Diploma/ITI qualifications, respondents drawing monthly salary Rs. 30001-40000, officers, and respondents with the length of service 16-20 years are more satisfied with the human resource development policies of the NACIL.

3. A consistency is found in the satisfaction level among the female respondents, among the respondents of above 55 years, among the employees having Diploma/ITI qualification, among the respondents drawing salary Rs. 30001-40000 per month, among the supervisory staff, and among the respondents having experience 16-20 years with the human resource development policies of the NACIL.

4. No significant association is found in the acceptance level of the respondents belonging to different gender, age, educational status, salary and length of experience towards execution of HRD policies in NACIL. However, a significant association is found in the acceptance level of the officers and supervisory staff towards execution of HRD policies.
5. Ranging from 36.87% to 49.40% of the respondents have problems with HRD policies such as absence of training to union leaders on HRD roles, lack of research to monitor HRD systems, lack of review meetings to discuss HRD matters, inadequate training to supervisory staff and managers, and absence of stress audit and stress research. According to majority of the respondents, lack of networking with HRD staff of other organizations, lack of prospect to visit other organizations to learn HRD, lack of participation in professional bodies, and lack of regular discussion with top management on HRD matters are the problems in NACIL, Southern Region.

6. No significant association is found in the satisfaction level of the respondents belonging to different gender and age towards the human resource development practices of the NACIL. On the other hand, a significant association is found between the satisfaction levels of the respondents belonging to different educational status, salary groups and experience and HRD practices.

7. Irrespective of gender, age, education, monthly salary and length of service, most of the respondents have moderate satisfaction level with the human resource development practices in NACIL, Southern Region.

8. There exists consistency among the satisfaction level of the male respondents, respondents in the age group up to 35 years, respondents having H.Sc qualification, workers drawing salary up to Rs.10000, and workers having experience 11-15 years with the human resource development practices.
9. The gender, age, monthly salary, length of service, and marital status of the workers of NACIL have no significant effect on their satisfaction with the human resource development practices. Education and number of dependants of the workers have significant effect on their satisfaction with the human resource development practices.

10. A set of 38 items with regard to human resource development practices was used to find the underlying factors in it. The 38 variables in the data were reduced to 10 factor model. The model includes factors such as motivation and initiatives, employee welfare and future career, recognition of talents, utilization of human resources, rewards, developing competence, corrective measures, training programmes, guidance by superiors, and creative thinking.

11. Lack of team spirit among the employees, reticence in solving problems, inconsistent promotional policy, reluctance of the management for employee development, lack of appreciation of the good work of subordinates, non-interest of seniors to help juniors to learn, non-use of feedback by the workers for their development, lack of opportunity to try out what they have learnt in training, poor psychological climate for acquiring new knowledge, and lack of encouragement to experiment with new methods are the problems of the workers with regard to human resource development practices in NACIL.
Suggestions

1. Conduct of training to the union leaders helps not only the union leaders but also the management in maintaining industrial harmony, which is most crucial for creating human resource development climate. The significance of job rotation, redeployment, standard force, etc. shall be educated to the union leaders to create a pleasant human resource development climate. Union leaders can also conduct training programmes for their members to enrich their knowledge on work culture, personality development, company’s policies and procedures, etc. to develop their competencies in the changing industrial scenario.

2. Monitoring HRD system is imperative for human resource development climate. About 38.77 per cent of the respondents state that there is lack of research to monitor HRD systems. Therefore, it is proposed that a proper research is to be conducted in the area of induction programme, performance appraisal, career progression, training and development, promotion, etc. which are the main components of the HRD system.

3. The employees must be encouraged to express their views and valuable ideas. A review meeting shall be conducted at least once a month to discuss the issues associated with the implementation of HRD practices. In this regard maintenance of work dairy is essential to remind the people, who are
involved in this job. Moreover, the department heads must meet their people at least once 15 days to monitor the HRD system.

4. The management should ensure to include the supervisory staff to formulate training modules and such modules should get the consent of the corporate office for implementation. With regard to employee training, top priority should be given for budget allotment of funds. Allocation of adequate funds is indispensable for successful conduct of training programmes. Besides, the HRD department shall give due attention to design training programmes for the administrative staff in areas of executive development, team building, cost control, personality development, etc. The administrative staff can also be sponsored to attend the training programmes organized by various institutions at national and international levels by establishing a network.

5. Work stress is an important barrier in the human resource development process. About 49.40 per cent of the respondents state that there is no stress audit and research in NACIL. Therefore, the company can conduct regular health check up, health screening camp, yoga classes and meditation for employees for making them physically and mentally fit. Stress audit and research could be conducted with the employees working in commercial, engineering, operations, and medical departments which normally undertake emergency work such as bomb threat, high-jacking, flight crash, etc.

6. Line managers of the NACIL shall be deputed to attend training programmes, conferences, seminars, etc. conducted by various outside agencies and organizations to learn the new systems followed in human
resource development. They may be encouraged to visit other organizations to study the recent trends in HRD practices for implementing them in NACIL. Resource persons from repute and similar organizations shall be invited to share their HRD experiences with the employees of NACIL.

7. The employees of the NACIL are to be encouraged to have membership in such corporate and professional bodies namely, British Library, Staff Administrative College, Hyderabad, National Productivity Council, IIT, Indian Management Association, Madras Management Association, Indian Productivity Council, National Institute of Personnel Management, Indian Society for Training Development, etc. They must be encouraged to attend various seminars/workshops organized by these bodies with financial assistance. This kind of participation can bring better relations, career development, and standard of living, and will shape the human capital to cater to the future needs of the globalization.

8. About 44.75% of the sample workmen state that there is reticence in solving problems. The employees can be given opportunity to express their problems and they should be treated with human being approach giving importance to their inner feelings. Therefore, the management of the NACIL can discuss and solve the employees’ problems as a cohesive team, instead of allowing the mole to grow into a huge mountain.

9. In most of the organizations, especially government owned, it is very difficult to have a consistent promotional policy due to complying with statutory regulations such as reservations. Being the most branded airlines in
India, promotional aspect should be included in the HR plans of NACIL. A consistent promotional policy can be followed only through meritorious career landmarks. Therefore, it is recommended that besides time bound promotion, 50% of promotions are to be given for out-performers.

10. The top management shall have a meeting with the employees at their work spot to discuss the ways and means to develop their skills and competence and the same can be discussed with the concerned departmental heads to formulate a consistent and realistic employee development policy. In this way, the management of the NACIL can concentrate on employees’ good career progression, training programme, etc.

11. The manager’s role here, NACIL, is to create friendly conditions to encourage and motivate employees. Therefore, the line managers must identify the dynamic employees and their groups and appreciate them by giving suitable rewards, increment, special pay, family tour, extra passage, extra leave, holiday home, get gather with their family, appreciation letters, highlighting their good work amongst other employees on special occasions, etc. Besides, the outstanding performance of the employees must be considered at the time of employee promotion.

12. The senior officers must assume responsibility on juniors with regard to work schedule, safety of work, monitoring job performance, giving ideas, suggestions and guidance, for better performance. The basic rationale is that in situations of rapid change, only those who are flexible, adaptive and productive will excel. Therefore, organizations need to ‘discover how to tap
employee’s commitment and capacity to learn at all levels’. Seniors should always keep watch in the interest of the job knowledge of their subordinates and guide them to develop knowledge and skills.

Conclusion

The human resource development climate assumes greater significance in service sector particularly in air transport. In the present study, review of the human resource development policies and practices has been made and the perception of the employees has been examined. Most of the respondents are satisfied with human resource development policies and practices of the NACIL. The sample administrative employees have few problems with HRD policies such as absence of training to union leaders on HRD roles, lack of research to monitor HRD systems, lack of review meetings to discuss HRD matters, inadequate training to supervisory staff and managers, and absence of stress audit and stress research, lack of networking with HRD staff of other organizations, lack of prospect to visit other organizations to learn HRD, lack of participation in professional bodies, and lack of regular discussion with top management on HRD matters. According to workmen, lack of team spirit among the employees, reticence in solving problems, inconsistent promotional policy, reluctance of the management for employee development, lack of appreciation of the good work of subordinates, non-interest of seniors to help juniors to learn, non-use of feedback by the workers for their development, lack of opportunity to try out what they have learnt in training, poor psychological climate for acquiring new knowledge, and lack of encouragement to experiment with new methods are the problems with regard to human resource development.
development practices in NACIL. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for the human resource development climate.

References


