HUMAN RESOURCE DEVELOPMENT POLICIES FOR PWD (Persons With Disabilities) EMPLOYEES IN SOUTH CENTRAL RAILWAYS

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Abstract

Service sector in India consists of a wide variety of services such as electricity, water supply, road, rail and air transport etc which provides a vast opportunities for HRD. Indian Railways is the backbone of service sector and one of the biggest employers in India. Indian Railways is one of the gigantic public undertakings enriched with fixed assets. The universe constitutes the PWD employees of South Central Railway. The total universe of the organization is 1120 employees of various departments shown in table. The sample size taken from the universe for the study is 50% i.e. 560 respondents. The analysis results that the most of the respondents are neutral in opinion in all the aspects of potential appraisal, career development and job rotation. They disagree with some of the aspects of training and development, performance appraisal and promotions and transfers.

Keywords: Service Sector, Indian Railways, Human Resource Development.

INTRODUCTION

It is logically presumed that the perception of those vested with the responsibility of formulating and implementing the HRD policies and the perception of those who are the beneficiaries tend to be different and further, such differential perceptions are considered as having significant implication for their orientation towards HRD policies and practices.

HRD policy lay down the broad guidelines for doing about the HRD practices and streamlines the organizational priorities with regard to the personnel matters. These policies provide much needed orientations and framework for HRD practices to unfold. As such it is logically assumes that, the HRD practices are the reflection and functions of the HRD policies.

Further, it is logically assumed that the perception of the employees about the HRD and situation could provide invaluable insights into the HRD climate in the organisation. Hence, along with HRD policies, an attempt is made in this study to ascertain HRD policies functioning in the South Central Railway.

HRD PRACTICES IN SCR:

Human resource is critical for the efficient functioning of the railways. At present, the SCR have total staff strength of 88614. They are being equipped to cope with the changing environment, with the induction of better technology, work practices, automation and computerization to ensure safe, reliable operations. The study endeavors to portray and analyse HRD practices like training, performance appraisal, HRD Culture and Climate, Motivational Practices and so on.

Review of Literature

Dr. Manisha Seth and Dr. Deepa Sethi (2011)¹In their article reviles “Human Resource Outsourcing: Analysis Based on Literature Review” focuses on different types of HR outsourcing and the factors which need to be considered before a company goes for outsourcing of Human resource Functions.

Dr. Muhammad Tariq Khan Dr. Naseer Ahmed Khan Khalid Mahmood (2012)²In their paper entitled “An Organisational Concept of Human Resource Development – How Human Resource Management Scholars View ‘HRD’”. HRD is an important topic of present time. It is considered by management professionals, as sub discipline of HRM, but many researchers have, broadened the scope and integrated the concept of HRD by looking it from socio economic angle and giving it other dimension such as physical, intellectual, psychological, social, political, moral and spiritual development.

Sanaya Khanna (2013)³In his study “Human Resource Challenges and Opportunities in Indian Railways” Service sector in India which consists of a wide variety of services such as electricity and water supply, road, rail and air transport, hospitals, police, postal department, call centers etc., is a real challenge for HRD. Indian Railways is the backbone of service sector and one of the biggest employers in India. The network of IR is very vast, spread all over India. Due to this widespread network, it brings in its fold people from different origins and of different workforce profile working together under one roof. This necessitates the prevalence of different HR practices in order to deal with them effectively so that their full potential may be explored.

RESEARCH METHODOLOGY

Statement Of The Problem

¹ Dr. Manisha Seth and Dr. Deepa Sethi “Human Resource Outsourcing: Analysis Based On Literature Review”, International Journal of Innovation, Management and Technology, Vol. 2, No. 2, April 2011, pp 127-129.

² Muhammad Tariq Khan Dr. Naseer Ahmed Khan Khalid Mahmood (2012), “An Organisational Concept of Human Resource Development – How Human Resource Management Scholars View ‘HRD’”. Universal Journal of Management and Social Sciences, Vol. 2, No.5; May 2012.

³ Sanaya Khanna “Human Resource Challenges and Opportunities in Indian Railways” Indian Journal Of Research, Advance Access publication 18 July. 2013, pp 07-12

The present study deals with the Human Resource Development Practices for P.W.D (Persons with Disabilities) Employees in South Central Railways Secunderabad Division. For evaluating the human resource development activities for persons with disabilities employees in south central Railways, the researcher has chosen to study at, Secunderabad Division. The study assumes assessment of activities like HRD practices like, Training, Performance Appraisal, Promotional Policies, Transfers, Reward Management. Therefore, the research problem has been stated as Human Resource Development Practices for persons with disabilities employees in Indian Railways - A case study with reference to South Central Railways, Secunderabad Division.

Significance Of The Study

Indian railways are major contributor in generating the employment facilities for Persons with disabilities at different levels and also it is rendering its services to the people living in the country. To render these services effectively to the utmost satisfaction of the people, the railways must be manned by efficient and committed employees with required level of skills and knowledge. The changing trends in transport industry necessitate Indian railways to play a crucial role in providing various passenger services. As a result, the Indian railways require efficient and committed human resources to discharge the functions effectively and tactfully. This emphasizes as the significance of human resource development practices for PWD (Persons with disabilities) employees in Indian railways. This study attempts to examine the present state of human resource development practices, analyze the defects therein and offer suggestions for effective human resource development practices for PWD (Persons with disabilities) employees in Indian railways. The review of literature presented above reveals there are very few studies concentrated on Human Resource development practices. In particular there are no studies on Human Resource development practices for PWD (Persons with disabilities) employees in Indian railways – A case study with reference to south central railways Secunderabad Division. Hence, the study assumes greater significance and there is need to study on human Resource development practices for persons with disabilities employees in Indian Railways in general and in Secunderabad Division in particular.

Research Gap Of The Study

Even though there are many research theses on railway employees and also on Human resource Development practices on Indian railways. But there are no studies available in particularly on persons with disability employee's human resource development practices. So the researcher made an attempt to fill the research gap for studying entitled Human resource development practices for PWD employees in Indian railways- a case study in south central railways Secunderabad Division.

Need For The Study

In the present scenario the world is become a global village so the educational standards and employment opportunities have been increased a lot. The disabled persons are also become a good educators and competitors, both in national and international level. Especially in the Indian government sector there is a reservation

facility of 3% for disabled persons and it enhances a lot to get employment opportunities for disabled persons but their needs and requirements or facilities always differ from others. Indian railways happened to be the back bone of the Indian economy and also the biggest employable sector. Based on this employability reservation of 3 % Indian Railways sector has big number of disabled employees. Hence this is the right time and right topic to study and make good suggestions for disabled employees' in related to Human Resource Development Practices.

Scope Of The Study

The study is to know the opinions of the respondents about the Human Resource Development Practices for PWD (Persons with Disabilities) employees of organization under study. The scope of the study covered the area of, human resource development. The study has been limited to PWD employees of South Central Railways of Secunderabad Division. The study entitled as "Human Resource Development Practices for PWD (Persons with Disabilities) Employees in Indian Railways (A Case Study with Reference to South Central Railways Secunderabad Division)."

Objectives

1. To assess the Human Resource Development Practices - Training & Development, Performance Appraisal, Potential Appraisal, Career Development, Promotions & Transfers and Job Rotation of P.W.D. Employees in South Central Railway.
2. To offer suggestions to improve the Human Resource Development Practices of P.W.D. Employees in South Central Railway.

Hypothesis

H₀: There is no statistically significant difference in the mean opinion of human resource development practices variables and designation of the respondents.

H₁: There is a statistically significant difference in mean opinion of human resource practices variables and designation of the respondents.

H₀: There is no statistically significant relation between human resource practices variables and nature of disability of the respondents.

H₂: There is statistically significant relation between human resource practices variables and nature of disability of the respondents.

Methodology Of The Study

Methodology of the study is a way to systematically solve the research problem. Application of appropriate methods and adoption of scientific procedure is essential of systematic enquiry. The present study uses different methods to analyse the data.

Study Area

The study area covers the Human Resource Management Practices for PWD (Persons with Disabilities) Employees of South Central Railways of Secunderabad Division.

Pilot Study and Checking the Reliability

A pilot study has been done on 50 respondents of South Central Railways in order to evaluate feasibility, time, cost, adverse events, and affect size (statistical variability) to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale research project. The very process has been repeated among the same respondents as part of the study after a gap of three months and the reliability in their response has been found very high.

Method of the study

Application of appropriate method and adoption of scientific procedure is essential for any systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study uses a survey method.

Sampling Method and Sample

The researcher has used simple random sampling technique for the study. The universe and sample size of the study is as shown in the below table.

The universe constitutes the PWD employees of South Central Railway. The total universe of the organization is 1120 employees of various departments shown in table. The sample size taken from the universe for the study is 50% i.e. 560 respondents.

Data Collection

The data has been collected from employees of South Central Railways of Secunderabad Division on the basis of both primary and secondary data.

Primary Data

To fulfill the objectives and to test the hypothesis, primary data is collected from the employees by using self-administered questionnaires. Personal interviews and observations are also the primary source of data collection in this study.

Questionnaire

The questionnaire is often used as observational device for collecting personal data and opinion it provides a way to collect personal information from respondents that may not be readily obtainable using other methods. The instrument used under study has 105 questions which were grouped into four variables. The questionnaire is divided into two. The first part is demographic profile and the second part is Human Resource Development Practices. Under each variable, there are sub-variables which have five statements each. Questionnaire was framed in the Likert-5-point scale.

Secondary Data

Secondary sources are those sources which covers that data that have gather and assembled for some another purpose. The possible sources of secondary data are already compiled statistical statements and reports whose data may be used by

researcher for his studies. Secondary data provides the knowledge about the organization in terms of facts it also provide information about the importance and effectiveness of the topic. For the purpose of this study, secondary data is collected from the following sources:- Journals, Magazines, Books and Websites etc.

Processing of the data

The study of Human Resource Development Practices for PWD (Persons with Disabilities) Employees of South Central Railways of Secunderabad Division is processed through the qualitative and quantitative of the data.

Statistical Tools

For this study the researcher has used the Simple Frequency Distribution followed by Descriptive Statistics - Mean, Standard Deviation and One-Way ANOVA Test.

Discriptive Statistics

Table-1 Descriptive Statistics for Training and Development

	N	Minimum	Maximum	Mean	SD
1 Knowledge Skills and Attitude are the focus of Training and considers the employee learning needs	560	1	5	2.58	1.315
2 Training enables employees to perform the job effectively	560	1	5	2.37	1.186
3 Training feedback is given to employees they take it seriously and use it for development	560	1	5	2.92	.932
4 The training is effective enough to practice its content on the job with ease	560	1	5	2.22	1.176
5 Employees returning from training programs are given opportunities to try out what they have learned	560	1	5	2.84	1.180
Valid N (list-wise)	560				

The table 1. Explores the mean and standard deviation for Training and Development. The highest mean value is 2.92 and the lowest standard deviation is 0.932 for Training feedback is given to employees they take it seriously and use it for development. The lowest mean value is 2.22 for the training is effective enough to practice its content on the job with ease. The highest standard deviation is 1.186 for Training enables employees to perform the job effectively. Across the observations, the descriptive statistics for Training and Development in South Central Railway depicts that the majority of the respondents are disagree in opinion with high variation.

Table-2 Descriptive Statistics for Performance Appraisal

	N	Minimum	Maximum	Mean	SD
6 The performance appraisal system provides an opportunity for each appraisee to have a clear understanding of what is expected by the reporting officer during the performance year.	560	1	5	2.71	1.050
7 The performance appraisal system provides an opportunity for each appraisee to communicate the needs with the superiors to perform the job well through performance review discussions	560	1	5	2.73	1.247
8 The performance appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee	560	1	5	2.42	1.249
9 The performance appraisal system has scope for reflection and assessment of each appraisee on the personality factors and attributes required for the present job of the assessee.	560	1	5	2.68	1.214
10 The performance appraisal system helps interested appraisees to gain more insights into their strengths and weaknesses.	560	1	5	2.63	1.199
Valid N (listwise)	560				

The table 2. Explores the mean and standard deviation for Performance Appraisal. The highest mean value is 2.73 for the performance appraisal system provides an opportunity for each appraisee to communicate the needs with the superiors to perform the job well through performance review discussions. The lowest standard deviation is 1.050 for the performance appraisal system provides an opportunity for each appraisee to have a clear understanding of what is expected by the reporting officer during the performance year. The lowest mean value is 2.42 and the highest standard deviation is 1.249 for the performance appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee. Across the observations, the descriptive statistics for performance appraisal in South Central Railway depicts that the majority of the respondents are agree in opinion with high variation.

Table-3 Descriptive Statistics for Potential Appraisal

	N	Minimum	Maximum	Mean	SD
11. The railways is creating an opportunity to each employee discover and utilization potential	560	1	5	3.02	.959
12. The potential appraisal data is used for other development decisions like job rotation, job enrichment, transfers, promotions, salary hikes, incentives and benefits etc.	560	1	5	2.86	1.083
13. The railways is investing adequate time and resources for the potential development of employees	560	1	5	2.83	1.168
14. In railways all employees strive to improve potential capabilities according to	560	1	5	3.45	1.003
15. Fosters increased competence, personal growth, and opportunity for career development	560	1	5	3.77	.918
Valid N (listwise)	560				

The table 3. Explores the mean and standard deviation for Potential Appraisal. The highest mean value is 3.77 and the lowest standard deviation is 0.918 for Fosters increased competence, personal growth, and opportunity for career development. The lowest mean values is 2.83 and the highest standard deviation is 1.168 for the railways is investing adequate time and resources for the potential development of employees. Across the observations, the descriptive statistics for potential appraisal in South Central Railway depicts that the majority of the respondents are between neutral and disagree in opinion with high variation.

Table-4 Descriptive Statistics for Career Development

	N	Minimum	Maximum	Mean	SD
16. Railways has a formal policy of career planning and development and career opportunities are directed by the seniors	560	1	5	2.91	1.124
17. The organization's future plans are made known to the staff to develop and prepare for the future	560	1	5	3.18	1.086
18. There are distinct career paths and internal promotion norms within the organization	560	1	5	2.90	1.116
19 Railways utilizes the assessment centre/development centre for identification and development of management potential	560	1	5	2.97	1.086
20 Railways carries out succession planning in order to ensure that executives are available to fill gaps in key managerial positions	560	1	5	3.48	1.020
Valid N (listwise)	560				

The table 4. Explores the mean and standard deviation for Career Development. The highest mean value is 3.48 for Railways carries out succession planning in order to ensure that executives are available to fill gaps in key managerial positions. The lowest mean values is 2.90 for there are distinct career paths and internal promotion norms within the organization. The highest standard deviation is 1.124 for Railways has a formal policy of career planning and development and career opportunities are directed by the seniors. The lowest standard deviation is 1.086 for the organization's future plans are made known to the staff to develop and prepare for the future and Railways utilizes the assessment centre/development centre for identification and development of management potential. Across the observations, the descriptive statistics for Career Development in South Central Railway depicts that the majority of the respondents are between neutral and disagree in opinion with high variation.

Table-5 Descriptive Statistics for Promotions and Transfers

	N	Minimum	Maximum	Mean	SD
21. Promotions and transfers to different branches are as per the needs of employees and Indian Railways	560	1	5	2.51	1.297
22. Employees are satisfied with the present promotions and transfers policy	560	1	5	2.17	1.238
23. Promotions and transfers to different branches with different designations helps employees to learn working in different work environments	560	1	5	2.86	1.293
24. Promotion and transfer posting mechanism is effective in placing right person in right place	560	1	5	2.69	1.115
25. Promotions are in accordance with the performance of the job	560	1	5	2.33	1.263
Valid N (listwise)	560				

The table 5. Explores the mean and standard deviation for Promotions and Transfers. The highest mean value is 2. For Promotions and transfers to different branches with different designations helps employees to learn working in different work environments. The lowest mean values is 2.17 for Employees are satisfied with the present promotions and transfers policy. The highest standard deviation is 1.297 for Promotions and transfers to different branches are as per the needs of employees and Indian Railways. The lowest standard deviation is 1.115 for Promotion and transfer posting mechanism is effective in placing right person in right place. Across the observations, the descriptive statistics for Promotions and Transfers in South Central Railway depicts that the majority of the respondents are disagree in opinion with high variation.

Table-6 Descriptive Statistics for Job Rotation

	N	Minimum	Maximum	Mean	SD
26 Job rotation provides opportunity to learn multiple functions/skills and improves job performance	560	1	5	3.46	.991
27 Job rotation reduces the fraud, manipulation, work load and boredom.	560	1	5	3.77	.907
28 Job rotation is done according to the capabilities of employees and organization's strategies	560	1	5	3.13	1.076
29 Job rotation leads to understanding and cooperation between all employees	560	1	5	2.42	1.111
30. Job rotation is done within the departments	560	2	5	3.49	.831
Valid N (listwise)	560				

The table 6. Depicts the mean and standard deviation for Job Rotation. The highest mean value is 3.77 for Job rotation reduces the fraud, manipulation, work load and boredom. The lowest standard deviation is 0.831 for Job rotation is done within the departments. The lowest mean value is 2.42 and the highest standard deviation is 1.111 for Job rotation leads to understanding and cooperation between all employees. Across the observations, the descriptive statistics for Job Rotation in South Central Railway depicts that the majority of the respondents are neutral in opinion with medium variation.

One-Way Anova For Hrd With Relation To Nature Of Disability**Table- 7. One-Way ANOVA for Training & Development and Nature of Disability**

		Sum of Squares	df	Mean Square	F	Sig.
1 Knowledge Skills and Attitude are the focus of Training and considers the employee learning needs	Between Groups	32.554	3	10.851	6.460	.000
	Within Groups	933.989	556	1.680		
	Total	966.543	559			
2 Training enables employees to perform the job effectively	Between Groups	1.419	3	.473	.335	.800
	Within Groups	785.324	556	1.412		
	Total	786.743	559			
3 Training feedback is given to employees they take it seriously and use it for development	Between Groups	.831	3	.277	.318	.812
	Within Groups	484.552	556	.871		
	Total	485.384	559			
4 The training is effective enough to practice its content on the job with ease	Between Groups	1.140	3	.380	.274	.044
	Within Groups	772.282	556	1.389		
	Total	773.421	559			
5 Employees returning from training programs are given opportunities to try out what they have learned	Between Groups	3.980	3	1.327	.953	.045
	Within Groups	774.192	556	1.392		
	Total	778.171	559			

H_0 : There is no statistically significant difference in the mean opinion on Training & Development with respect to Nature of disability of the respondents.

The table - 7. One-Way ANOVA Test for training & development and nature of disability of the respondents reveals:

1. **Knowledge Skills and Attitude are the focus of Training and considers the employee learning needs** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on training & development with respect to nature of disability $F_{(3, 556)} = 6.460$, $p = 0.000 < 0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
2. **Training enables employees to perform the job effectively** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on training & development with respect to nature of disability $F_{(3, 556)} = 0.335$, $p = 0.800 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
3. **Training feedback is given to employees they take it seriously and use it for development** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on training & development with respect to nature of disability $F_{(3, 556)} = 0.318$, $p = 0.812 > 0.05$. It is concluded

that the respondents of South Central Railway are of same opinion with respect to their nature of disability.

4. **The training is effective enough to practice its content on the job with ease** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on training & development with respect to nature of disability $F_{(3, 556)} = 0.274$, $p=0.044<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
5. **Employees returning from training programs are given opportunities to try out what they have learned** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on training & development with respect to nature of disability $F_{(3, 556)} = 0.953$, $p=0.045<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.

Table- 8. One-Way ANOVA for Performance Appraisal and Nature of Disability

		Sum of Squares	df	Mean Square	F	Sig.
6 The performance appraisal system provides an opportunity for each appraiser to have a clear understanding of what is expected by the reporting officer during the performance year.	Between Groups	9.064	3	3.021	2.766	.041
	Within Groups	607.320	556	1.092		
	Total	616.384	559			
7 The performance appraisal system provides an opportunity for each appraiser to communicate the needs with the superiors to perform the job well through performance review discussions	Between Groups	.839	3	.280	.179	.911
	Within Groups	868.982	556	1.563		
	Total	869.821	559			
8 The performance appraisal system encourages the appraiser and appraiser to have a common understanding of the factors affecting the performance of the appraiser	Between Groups	1.061	3	.354	.226	.879
	Within Groups	871.481	556	1.567		
	Total	872.543	559			
9 The performance appraisal system has scope for reflection and assessment of each appraiser on the personality factors and attributes required for the present job of the assessee.	Between Groups	4.150	3	1.383	.939	.422
	Within Groups	819.271	556	1.474		
	Total	823.421	559			
10 The performance appraisal system helps interested appraisers to gain more insights into their strengths and weaknesses.	Between Groups	12.032	3	4.011	2.815	.039
	Within Groups	792.189	556	1.425		
	Total	804.221	559			

H₀: There is no statistically significant difference in the mean opinion on Performance Appraisal with respect to Nature of disability of the respondents.

The table- 8. One-Way ANOVA Test for performance appraisal and nature of disability of the respondents reveals:

1. **The performance appraisal system provides an opportunity for each appraiser to have a clear understanding of what is expected by the reporting officer during the performance year.**- The null hypothesis (H₀) is rejected. Hence, there is statistically significant difference in the mean opinion on performance appraisal with respect to nature of disability $F_{(3, 556)} = 2.766$, $p = 0.041 < 0.05$. It is

concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.

2. **The performance appraisal system provides an opportunity for each appraisee to communicate the needs with the superiors to perform the job well through performance review discussions** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on performance appraisal with respect to nature of disability $F_{(3, 556)} = 0.179$, $p=0.911>0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
3. **The performance appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on performance appraisal with respect to nature of disability $F_{(3, 556)} = 0.226$, $p=0.879>0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
4. **The performance appraisal system has scope for reflection and assessment of each appraisee on the personality factors and attributes required for the present job of the assessee.** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on performance appraisal with respect to nature of disability $F_{(3, 556)} = 0.226$, $p=0.422>0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
5. **The performance appraisal system helps interested appraisees to gain more insights into their strengths and weaknesses..**- The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on performance appraisal with respect to nature of disability $F_{(3, 556)} = 2.815$, $p=0.039<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.

Table- 9. One-Way ANOVA for Potential Appraisal and Nature of Disability

		Sum of Squares	df	Mean Square	F	Sig.
11 The railways is creating an opportunity to each employee discover and utilization potential	Between Groups	2.730	3	.910	.990	.397
	Within Groups	511.013	556	.919		
	Total	513.743	559			
12. The potential appraisal data is used for other development decisions like job rotation, job enrichment, transfers, promotions, salary hikes, incentives and benefits etc.	Between Groups	.597	3	.199	.169	.917
	Within Groups	654.687	556	1.177		
	Total	655.284	559			
13. The railways is investing adequate time and resources for the potential development of employees	Between Groups	8.172	3	2.724	2.007	.112
	Within Groups	754.712	556	1.357		
	Total	762.884	559			
14. In railways all employees strive to improve potential capabilities according to	Between Groups	2.832	3	.944	.937	.422
	Within Groups	559.867	556	1.007		
	Total	562.698	559			
15. Fosters increased competence, personal growth, and opportunity for career development	Between Groups	.564	3	.188	.222	.881
	Within Groups	470.179	556	.846		
	Total	470.743	559			

H_0 : There is no statistically significant difference in the mean opinion on Potential Appraisal with respect to Nature of disability of the respondents.

The table-6.51. One-Way ANOVA Test for potential appraisal and nature of disability of the respondents reveals:

1. **The railways is creating an opportunity to each employee discover and utilization potential** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on potential appraisal with respect to nature of disability $F_{(3, 556)} = 0.990$, $p = 0.397 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
2. **The potential appraisal data is used for other development decisions like job rotation, job enrichment, transfers, promotions, salary hikes, incentives and benefits etc.**- The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on potential appraisal with respect to nature of disability $F_{(3, 556)} = 0.169$, $p = 0.917 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
3. **The railways is investing adequate time and resources for the potential development of employees.**- The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on potential

appraisal with respect to nature of disability $F_{(3, 556)} = 2.007$, $p = 0.112 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.

4. **In railways all employees strive to improve potential capabilities according to.-** The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on potential appraisal with respect to nature of disability $F_{(3, 556)} = 0.937$, $p = 0.422 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
5. **Fosters increased competence, personal growth, and opportunity for career development.-** The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on potential appraisal with respect to nature of disability $F_{(3, 556)} = 0.222$, $p = 0.881 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.

Table- 10. One-Way ANOVA for Career Development and Nature of Disability

		Sum of Squares	df	Mean Square	F	Sig.
16. Railways has a formal policy of career planning and development and career opportunities are directed by the seniors	Between Groups	3.374	3	1.125	.890	.446
	Within Groups	702.981	556	1.264		
	Total	706.355	559			
17. The organization's future plans are made known to the staff to develop and prepare for the future	Between Groups	4.671	3	1.557	1.322	.266
	Within Groups	654.827	556	1.178		
	Total	659.498	559			
18. There are distinct career paths and internal promotion norms within the organization	Between Groups	1.206	3	.402	.321	.810
	Within Groups	695.194	556	1.250		
	Total	696.400	559			
19 Railways utilizes the assessment centre/development centre for identification and development of management potential	Between Groups	.391	3	.130	.110	.954
	Within Groups	659.030	556	1.185		
	Total	659.421	559			
20 Railways carries out succession planning in order to ensure that executives are available to fill gaps in key managerial positions	Between Groups	5.084	3	1.695	1.634	.180
	Within Groups	576.614	556	1.037		
	Total	581.698	559			

H_0 : There is no statistically significant difference in the mean opinion on Career Development with respect to Nature of disability of the respondents.

The table-10. One-Way ANOVA Test for career development and nature of disability of the respondents reveals:

1. **Railways has a formal policy of career planning and development and career opportunities are directed by the seniors** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on career development with respect to nature of disability $F_{(3, 556)} = 0.890$, $p = 0.446 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
2. **The organization's future plans are made known to the staff to develop and prepare for the future** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on career development with respect to nature of disability $F_{(3, 556)} = 1.322$, $p = 0.226 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability
3. **There are distinct career paths and internal promotion norms within the organization** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on career development with respect to nature of disability $F_{(3, 556)} = 0.321$, $p = 0.810 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability
4. **Railways utilizes the assessment centre/development centre for identification and development of management potential** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on career development with respect to nature of disability $F_{(3, 556)} = 0.110$, $p = 0.954 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability
5. **Railways carries out succession planning in order to ensure that executives are available to fill gaps in key managerial positions** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on career development with respect to nature of disability $F_{(3, 556)} = 1.634$, $p = 0.180 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability

Table- 11. One-Way ANOVA for Promotions & Transfers and Nature of Disability

		Sum of Squares	df	Mean Square	F	Sig.
21. Promotions and transfers to different branches are as per the needs of employees and Indian Railways	Between Groups	2.243	3	.748	.443	.022
	Within Groups	937.670	556	1.686		
	Total	939.912	559			
22. Employees are satisfied with the present promotions and transfers policy	Between Groups	6.409	3	2.136	1.398	.043
	Within Groups	849.812	556	1.528		
	Total	856.221	559			
23. Promotions and transfers to different branches with different designations helps employees to learn working in different work environments	Between Groups	13.742	3	4.581	2.766	.041
	Within Groups	920.829	556	1.656		
	Total	934.571	559			
24. Promotion and transfer posting mechanism is effective in placing right person in right place	Between Groups	1.785	3	.595	.477	.038
	Within Groups	693.387	556	1.247		
	Total	695.171	559			
25. Promotions are in accordance with the performance of the job	Between Groups	3.980	3	1.327	.831	.047
	Within Groups	887.218	556	1.596		
	Total	891.198	559			

H_0 : There is no statistically significant difference in the mean opinion on Promotions & Transfers with respect to Nature of disability of the respondents.

The table-11. One-Way ANOVA Test for promotions & transfers and nature of disability of the respondents reveals:

1. **Promotions and transfers to different branches are as per the needs of employees and Indian Railways** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 0.443$, $p=0.022<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
2. **Employees are satisfied with the present promotions and transfers policy** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 1.398$, $p=0.043<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.

3. **Promotions and transfers to different branches with different designations helps employees to learn working in different work environments** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 2.766$, $p=0.041<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
4. **Promotions and transfers to different branches with different designations helps employees to learn working in different work environments** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 0.477$, $p=0.038<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
5. **Promotions are in accordance with the performance of the job** - The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 0.831$, $p=0.047<0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.

Table- 6.12. One-Way ANOVA for Job Rotation and Nature of Disability

		Sum of Squares	Df	Mean Square	F	Sig.
26 Job rotation provides opportunity to learn multiple functions/skills and improves job performance	Between Groups	3.510	3	1.170	1.192	.312
	Within Groups	545.546	556	.981		
	Total	549.055	559			
27 Job rotation reduces the fraud, manipulation, work load and boredom.	Between Groups	7.896	3	2.632	3.238	.022
	Within Groups	451.926	556	.813		
	Total	459.821	559			
28 Job rotation is done according to the capabilities of employees and organization's strategies	Between Groups	24.079	3	8.026	7.164	.000
	Within Groups	622.877	556	1.120		
	Total	646.955	559			
29 Job rotation leads to understanding and cooperation between all employees	Between Groups	5.596	3	1.865	1.515	.210
	Within Groups	684.625	556	1.231		
	Total	690.221	559			
30. Job rotation is done within the departments	Between Groups	2.277	3	.759	1.100	.349
	Within Groups	383.694	556	.690		
	Total	385.971	559			

H_0 : There is no statistically significant difference in the mean opinion on Job Rotation with respect to Nature of disability of the respondents.

The table-12. One-Way ANOVA Test for job rotation and nature of disability of the respondents reveals:

1. **Job rotation provides opportunity to learn multiple functions/skills and improves job performance** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on job rotation with respect to nature of disability $F_{(3, 556)} = 1.192$, $p = 0.312 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
2. **Job rotation reduces the fraud, manipulation, work load and boredom.**- The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 3.238$, $p = 0.022 < 0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
3. **Job rotation is done according to the capabilities of employees and organization's strategies.**- The null hypothesis (H_0) is rejected. Hence, there is statistically significant difference in the mean opinion on promotions & transfers with respect to nature of disability $F_{(3, 556)} = 7.164$, $p = 0.000 < 0.05$. It is concluded that the respondents of South Central Railway are of different opinion with respect to their nature of disability.
4. **Job rotation leads to understanding and cooperation between all employees** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on job rotation with respect to nature of disability $F_{(3, 556)} = 1.515$, $p = 0.210 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.
5. **Job rotation is done within the departments** - The null hypothesis (H_0) is not rejected. Hence, there is no statistically significant difference in the mean opinion on job rotation with respect to nature of disability $F_{(3, 556)} = 1.100$, $p = 0.349 > 0.05$. It is concluded that the respondents of South Central Railway are of same opinion with respect to their nature of disability.

Findings of the present study

Training & Development

- Knowledge, Skills and Attitude are the focus of Training and considers the employee learning needs - the total majority 30.9% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Training enables employees to perform the job effectively - the total majority 41.8% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Training feedback is given to employees, they take it seriously and use it for development - the total majority 52.9% of the respondents are neutral in opinion and the chi-square test reveals that it is statistically associated with the nature of disability.

- The training is effective enough to practice its content on the job with ease - the total majority 34.5% of the respondents disagree, 33.4% of the respondents strongly disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Employees returning from training programs are given opportunities to try out what they have learned - the total majority 37.9% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.

Performance Appraisal

- The performance appraisal system provides an opportunity for each appraisee to have a clear understanding of what is expected by the reporting officer during the performance year - the total majority 33.8% of the respondents are neutral opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- The performance appraisal system provides an opportunity for each appraisee to communicate the needs with the superiors to perform the job well through performance review discussions - the total majority 29.1% of the respondents are neutral opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- The performance appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee - the total majority 28.9% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- The performance appraisal system has a scope for reflection and assessment of each appraisee on the personality factors and attributes required for the present job of the assessee - the total majority 32.1% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- The performance appraisal system helps interested appraisees to gain more insights into their strengths and weaknesses - the total majority 34.5% of the respondents disagrees and the chi-square test reveals that it is statistically associated with the nature of disability.

Potential Appraisal

- Creating an opportunity to each employee to discover and utilize potential - the total majority 53.8% of the respondents are neutral in opinion and the chi-square test reveals that it is statistically associated with the nature of disability.
- The potential appraisal data is used for other development decisions like job rotation, job enrichment, transfers, promotions, salary hikes, incentives and benefits etc. - the total majority 43.6% of the respondents are neutral opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.

- Investing adequate time and resources for the potential development of employees - the total majority 34.3% of the respondents are neutral opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- All employees strive to improve potential capabilities according to - the total majority 42.3% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Potential Appraisal Fosters increased competence, personal growth, and opportunity for career development - the total majority 37.7% of the respondents agreed and the chi-square test reveals that it is not statistically associated with the nature of disability.

Career Development

- Formal policy of career planning and development and career opportunities are directed by the seniors - the total majority 41.6% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- The organization's future plans are made known to the staff to develop and prepare for the future - the total majority 41.8% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- There are distinct career paths and internal promotion norms within the organization - the total majority 34.1% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Utilizes the assessment center/development center for identification and development of management potential - the total majority 37.9% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Carries out succession planning in order to ensure that the executives are available to fill the gaps in key managerial positions - the total majority 35.0% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.

Promotions and Transfers

- Promotions and transfers to different branches are as per the needs of employees - the total majority 34.5% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Employees are satisfied with the present promotions and transfers policy - the total majority 37.5% of the respondents strongly disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Promotions and transfers to different branches with different designations help employees to learn working in different work environments - the total majority

25.4% of the respondents disagreed and the chi-square test reveals that it is statistically associated with the nature of disability.

- Promotion and transfer posting mechanism is effective in placing the right person in the right place - the total majority 36.1% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Promotions are in accordance with the performance of the job - The total majority 33.6% of the respondents disagreed and the chi-square test reveals that it is not statistically associated with the nature of disability.

Job Rotation

- Job rotation provides opportunity to learn multiple functions/skills and improves job performance - the total majority 45.2% of the respondents are neutral in opinion and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Job rotation reduces the fraud, manipulation, work load and boredom - the total majority 41.6% of the respondents agreed and the chi-square test reveals that it is not statistically associated with the nature of disability.
- Job rotation is done according to the capabilities of employees and organization's strategies - the total majority 49.1% of the respondents are neutral in opinion and the chi-square test reveals that it is statistically associated with the nature of disability.
- Job rotation leads to understanding and cooperation between all employees - the total majority 40.2% of the respondents disagreed and the chi-square test reveals that it is statistically associated with the nature of disability.
- Job rotation is done within the departments - the total majority 56.1% of the respondents are neutral in opinion and the chi-square test reveals that it is statistically associated with the nature of disability.

Conclusion

The responses of the respondents on overall human resource development activities that are taking place in the South Central Railway. The variables of the HRD are training and development, performance appraisal, potential appraisal, career development, promotions and transfers and job rotation. The frequency distribution followed by Descriptive Statistics, one-way ANOVA with experience and nature of disability has been used. The analysis results that the most of the respondents are neutral in opinion in all the aspects of potential appraisal, career development and job rotation. They disagree with some of the aspects of training and development, performance appraisal and promotions and transfers. They are not satisfied with the promotions and transfers taking place in the organization as the respondents are expecting promotions according to their educational qualifications, performance and potential capabilities.

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