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## **Influence Organisation's HRD Practices on Employee's Work Identification**

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### **ABSTRACT**

The study was intended to examine the effect of organization's human resource development practices on employee's perceived work identification of Engineers of Kashmir division. The sample consists of 120 Engineers whose age ranged from 24-58 years. Work identification was measured through a questionnaire developed by Shrivastava and Dolke (1978). Human resource development was measured through the questionnaires developed by Shah (2000). The data was analysed by the Multiple Regression method.

***Keywords:** Human Resource Development Practices, Work Identification*

Identification of work comes from personal characteristics of individuals especially when there is link between personal characteristics of a person and the organization. Complementary fit exists when the compatibility between individual and work environment are well matched (Kristof-Brown, Zimmerman and Johnson, 2005). In comparison to complementary fit of organization Muchinsky and Monahan, 1987 had given supplementary fit in organization which comes when person and organization possess similar characteristics.

The concept of identification was basically witnessed in Psychoanalytic theory. Freud (1949) described identification as "the endeavor to mould a person's own ego after the fashion of one that has been taken as a model". Most of the personality theories emphasize identification as a process to internalize social values during the process of socialization in childhood period (Sanford, 1955; Kagan, 1958 and Kelman, 1958). According to Freudian view, children identify with their parents because of the influence that parents exert over the child's environment (Freud, 1949 and Kagan, 1958 and Kelman, 1958). According to Freudian view, children identify with their parents because of the influence that parents exert over the child's environment (Freud, 1949 and Kagan 1958). It is indeed, true that childhood experiences play very vital role in shaping and mastering the environment but identification at work comes from

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adult socialization process at work to which neo-Freudians have given much more importance Caldwell et al. (1990), Hoffman and Woether (2006), Lauver and Kristof-Brown (2001) have contended that at every stage people evaluate their work and organizations in order to fulfill their needs through meeting the demands of work and when personal qualities and skills allow individuals to meet organizational demand then most likely they are able to complete their assigned tasks more easily and quickly.

Identity being a social construct stems from repeated interaction with others and when individual interact with others, gives importance to the organization it influences the job satisfaction and performance level also. Normally, we see person engaged in their job activities this does not mean individual perceives job satisfaction. In regard to organizational identification it is necessary to take into account attitude of person who is working in particular job, activities he possesses during socialization at the work place and many other things. According to Roe (1956) parents create particular psychological climate which can either satisfy or frustrate the needs of the child in the early childhood period. This childhood satisfaction or frustration will help to develop attitude of the person in every field including organizational field. According to Padaki and Gandhi (1981) "Initial positive feeling for the job, amount of effort, early experiences on job laid foundation on work identification" and on global level this lay foundation of organizational identification. Organizational identification is a psychological attachment that occurs when members take key characteristics of organization as defining characteristics for themselves which becomes strength of bond between organization and its members.

According to kelman (1958) identification can be said to occur when an individual accepts influence in order to establish or maintain a satisfying self-defining relationship with another person or group. Atkinson (1958) supported that work related satisfaction is necessary. On this view Katz (1964) directly referred identification as one of the consequence for members of their involvement in an organization. Kelman (1961) said identification also occur when the individual defines him/herself in relationship to another because of satisfaction it provides. Kelman argued that it is the attractiveness of target that had individual to identification. As identification occurs between doctor & patient, teacher & student it similarly occurs between employee & organization. Bazozi et al., (2003) argued that identification leads to positive feelings towards the organization (e.g. feeling of attachment and belongingness), positive feelings from the organization (e.g. joy and happiness of membership) and positive self-regard as a consequence of membership. Involvement of individual is assumed to be related to individual's perception of the organization and it is predicted that involvement provides satisfaction. Thus, in a specific relationship, identification is a self-defining response which further is affected by satisfaction this satisfaction only involves ego-involving, and motivated activities are likely to have direct effect on identification.

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Industrial management contends that employees at work should be made to experience joy and happiness which in turn is most likely to compel employees for their motivation and experiencing satisfaction especially in the work context. Hence, numerous organizational aspects like organizational structure, mode of communication, leadership behaviour, job design/redesign, job enrichment etc., are being given special attention as these are found to be the greatest source of employee's quality of work life and organizational commitment.

Present scenario, work culture demands for dynamic, competitive, creative and self-motivated work force to meet the challenges of the mega competition of products. Hence, these force management to equip employees with more knowledge, skill, and ability in order to get them able for utilizing their potentials properly to the maximum extent. Of all, HRD is the latest strategy that helps individuals to acquire knowledge, skill, competence, and create a sense of belongingness and these in conjunction get them more involved with their work and thereby increasing employees' motivation, satisfaction, and organizational effectiveness in general at work place.

Megginson (1974) viewed HRD as "a total knowledge, skills, creative abilities, talent and aptitudes of an organization's work force as well as the values, attitudes and beliefs of the individual involved".

Lippitt (1977) portrays HRD as a system that depends on work itself which generates a high degree of responsibility for the employees; the individual's personal and professional growth; the improved quality output as a result of increased responsibility, and organization as an open system.

Narayanam (1989) depicts that HRD attempts to enable people to overcome their defects and develop their productive potentials so that they are able to contribute to the ethical and harmonious growth of society, fulfill their individual needs and wants, with pleasure too.

According to Dayal (1994) "HRD implies that the organizations want to enhance overall capabilities of its employees to develop their potential in the directions best suited to them" He also mentioned three aspects that are important in HRD. Ways to better adjust the individual to his job and the environment the greatest involvement of an employee in various aspects of his work; the greatest concern for enhancing the capabilities of the individual.

Pathania (1997) enumerated HRD as "an effort to develop capabilities and competencies among employees as well as creative organizational environment conducive to the employee's development." Training is the second important activity that comprises of the major part of HRD procedure. It is a continuous process through which employees' abilities are improved to perform assigned job effectively and also getting ready for future advancement. Training refers to the

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“organization's effort to improve an individuals' ability to perform a job or organizational roles” (Dunn and Stephens, 1972).

According to Koleker (1993) Training is a prerequisite to improve performance and preparing the human resource for new jobs, transfers, promotions, and change-over to technology and equipment. With regard to training, there are evidences that if it properly planned, conducted and evaluated then it significant contribute in improving organizational effectiveness, performance, enhancing organizational productivity and profitability; reducing wastage, absenteeism, turnover and accident rates; increasing morale, trust, commitment, flexibility, and providing better promotional prospects and greater job security (Roa and Abraham, 1986; Durra, 1990; Goss and Jones, 1992; Ashton and green, 1994; Storey 1995; Gani and Rainayee, 1996).

### **METHOD**

#### *Sample*

The study was conducted on 120 Engineers of Kashmir in the age of 24-58 years and for selecting appropriate sample, stratified-random sampling technique was adopted in conducting present investigation. In this sampling technique every individual had the equal probability be selected. It was an appropriate sampling technique that was warranted to be opted in the very context of present research problem.

#### *Tools*

1. Work Identification Scale developed by Srivastava and Dolke (1978) was used to measure work identification. There are 12 items which are related to the two-facets of work identification i.e., (i) importance attached to work tract, and (ii) satisfaction of needs through work. Each facet contains 6 items. The respondents are required to respond on a 5-point scale by giving a score of 1 to highly disagreed statement and 5 to highly agreed statement.
2. HRD scale developed by Shah (2000) was used to measure HRD practices. Responses are measured on Likert type 5-point scale by measuring the presence of HRD activity by assigning '1' to the minimum degree; '2' to above minimum but below moderate; '3' to moderate; '4' to above moderate but below maximum; and '5' to the statement when it is present in maximum degree.

### **RESULT AND DISCUSSION**

A very interesting picture emerged which is evident from Table 1 that some of the IVs significantly predict 'work identification as a whole', as F-value ( $F = 37.141$ ) is highly significant beyond .01 level of confidence. There is no doubt that 'work identification' is most likely to be the function of 'HRD practices in general'.

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**Table 1 Multiple Regression Predictor Work Identification Sample of Engineers (N=120) ANOVA<sup>e</sup>**

Model		Sum of Squares	Df	Man square	F	Sig.
1	Regression	5885.365	1	5885.365	115.858	.000 <sup>a</sup>
	Residual	11581.92	118	50.798		
	Total	17467.29	119			
2.	Regression	6481.553	2	3240.777	66.965	.000 <sup>b</sup>
	Residual	10985.73	117	48.395		
	Total	17467.29	119			
3	Regression	6759.175	3	2250.058	47.449	.000 <sup>c</sup>
	Residual	10717.11	116	47.421		
	Total	17467.29	119			
4	Regression	6946.582	4	1736.646	37.141	.000 <sup>d</sup>
	Residual	10520.70	115	46.759		
	Total	17467.29	119			

In view of such findings the most important outcomes of HRD practices that help in developing maintaining work identification.

In the preceding discussion and description of results the predictors (IVs) of the various three dimensions of work identification and work identification as a whole for the total sample group were shown significantly influenced by HRD practices.

Comprehensive details of the description and interpretation of results have been given and Multiple Regression Analysis was used to analysis the data which had power of isolating the predictor variables in sequence which could have significant influence on employee's to total work identification. In present study it is observed that there is need for developing a psychometric test which might tap the employee's reaction through various predictor variables on the criterion variables.

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