



## Human Resource Development Practices in Tirumala Tirupati Devasthanams

### KEYWORDS

HRD, Training, Promotions, TTD etc.

**S. Jayasree**

Lecturer in commerce, SPW Degree and PG College, Tirupati.

**Prof. B. Ramachandra Reddy**

Professor, Department of commerce, Sri Venkateswara University, Tirupati.

**ABSTRACT** Human resources are back bone of any organization whether it religious or economic organization. TTD is premier religious and social welfare institution which administers Srivari Temple and 12 sub-temples. TTD has been emerged as one of the most dominant organization within the economy in respect of generating employment opportunities, and contributions it makes to the development and welfare of the society. HRD is a process of enhancing the capability of human beings to change their attitudes to produce the best results in an organization. A well formulated HRD practices yields better results and increases the reputation of the organization. The present study aimed at analyzing the HRD practices of TTD. It employs more than 9000 employees to manage religious and social welfare activities. A sample of 520 has been drawn to analyse HRD activities like training programmes, promotions, transfers and performance appraisal etc.

### 1. THE PRELUDE

Tirumala Tirupati Devasthanams is an independent trust which manages the Tirumala Venkateswara Temple at Tirumala in Andhra Pradesh. The trust oversees the operations and finances of the richest and the most visited religious center in the world<sup>8</sup> it is also involved in various social, religious, literary health and educational activities within Andhra Pradesh and India. TTD employs more than 9000 employees to maintain the 12 temples and sub-shrines under its control along with the execution of its social activities. The activities of the TTD are not only confined to the propagation of Hindu religion but also launching various schemes and programmes for the social upliftment of the people in the country. TTD was established in 1932 as a result of the TTD Act of 1932. Administration of the temple was vested to a management committee of eleven members as appointed by the Andhra Pradesh Government. The provisions of A.P. Charitable & Hindu Religious Institutions & Endowments Act (1987) were followed for the administration of the TTD. It is indeed a vast organization with multifarious activities and huge resources.

TTD has been emerged as one of the most dominant organization within the economy in respect of generating employment opportunities, and contributions it makes to the development and welfare of the society. Hence TTD is an important service provider both for the pilgrims and to the society, the quality of its service depends on the quality and satisfaction of the persons working in the organization and the quality of effort put in by them to achieve the organizational goals. It is therefore obvious that in order to function more efficiently and effectively and to build up a loyal and committed workforce, the management should give attention to the areas of HRD namely Training, Promotions, transfers and performance appraisal.

The celebrated US scholar Leonard Nadler defined HRD "a series of organizational activities conducted within the specified time and designed to produce behavioral change". Nadler thus emphasized three things i.e. training, education and development. Training and development is a part of the Human Resource Development Programme, which ensures that the organization has the people with the skill and knowledge to achieve strategic objectives. Training is an act of increasing knowledge and skill of an employee for doing a particular job whereas development means the employees acquire not only skill and competency in their present jobs but also capacity for future managerial tasks.

### 2. THE PRESENT STUDY

The present study assumes greater significance on account

of the fact that human resources play a pivotal role in the efficient functioning of a business enterprise as well as the socio economic development of a nation. Human resources are treated as valuable assets of the organization. Catering to the needs of the pilgrims and management of the temples are the main functions of the TTD. It is also administering various other non-religious activities. There is so much of direct contact between employees and pilgrims in religious organization like TTD. The organization has to keep up the faith and belief of devotees. In order to serve and satisfy the pilgrims it has to motivate the employees and create a sense of devotion to duty. There is a need for empowering the employees and help them to use their power for the development of the institution. To motivate and control the employees, the expectations of the employees should be satisfied. As HRD is a process of enhancing the capability of human beings and helping them to change their attitudes to produce the best results in an organization, there is a need to study the HRD practices of TTD.

### 3. OBJECTIVES

- To examine the employees' training programmes and employee perception towards training practices.
- To evaluate the employees' promotion policy and satisfaction of employees towards promotion policy.
- To examine the transfer policy and attitude of employees in respect of transfers
- To study the performance appraisal system in TTD.

### 4. HYPOTHESES

- There is no significant difference among various cadres of employees in respect of training practices imparted.
- There is no significant association between cadre of employees and promotion, transfer and performance appraisal policies.

### 5. METHODOLOGY

The data for the present study are collected from both the primary and secondary sources. Primary data is collected from different categories of employees of the TTD viz., officers, professionals, clerical staff, technical staff and subordinates by administering a structured questionnaire. Random sampling method is adopted to carry out the study. In this connection out of 9376 employees 520 employees are selected covering almost all departments and categories of employees. In this study the questionnaire consisting of mostly close ended questions with likert's 5 point scale. The statistical tools used for the analysis purpose are descriptive statistics, ANOVA, DMRT and Chi-square test.

## 6. ANALYSIS AND INTERPRETATION

The study focused on various aspects of human resource development like employee training programmes, promotion and transfer policies and performance appraisal system in TTD.

### 6.1 Training practices

Sri Venkateswara Employees Training Academy (SVETA) is the training centre established to train the employees of TTD. It is providing intensive conventional training to all categories of employees in a phased manner to prepare the employees to take on new challenges. The Academy will arrange lectures, group discussions, field studies and audio-visual aids to make the programmes purposeful, lively and interactive. DVDs, audio visuals and cassettes will be used extensively. The employees of TTD have been trained in Hindu Dharma, rituals and traditions of temple as well as modern management system and computer awareness. The training programmes are properly designed as per the needs of the employees and flexible to adopt the changes and requirements of the organization.

For analyzing the training programme certain variables are selected for the study like 'study material supplied', 'course content of the training programme', 'faculty engaged', 'co-trainees participation', 'availability of the physical facilities', and 'relevance of training to the job requirements'. The opinion of respondents on these variables has been sorted and F test is carried out for the above variables to assess the impact of cadre on satisfaction regarding training programme and satisfaction scores are presented in Table.1.

**TABLE NO: 1**  
SATISFACTION SCORE OF SAMPLE EMPLOYEES ON TRAINING PROGRAMME

Cadre of the employees	No. of employees	Mean scores	Standard deviation	F-Value	P-value
Officers	30	14.600 a	3.701	4.228**	0.002
Professionals	72	14.291 a	4.426		
Clerical staff	76	13.342 b	3.982		
Technical staff	95	12.884 b	3.361		
Subordinate staff	247	12.502 b	4.067		
Total	520	13.063	4.017		

Note: The small alphabets a,b beside mean scores indicates the DMRT test results and same alphabets represents insignificant difference between categories.

It can be understood from one way ANOVA (p-value  $0.002 < 0.01$ ) that there is significant impact of cadre on satisfaction of employees regarding training programme. Further with the help of DMRT (Duncan's Multiple Range Test), it can be stated that Officers and Professionals differed significantly from clerical, technical and subordinate staff with regard to satisfaction on training programmes.

**TABLE NO: 1 A**  
LEVEL OF SATISFACTION OF SAMPLE RESPONDENTS ON TRAINING PROGRAMMES

Level of satisfaction	Cadre of the employee					Total
	Officers	Professionals	Clerical Staff	Technical Staff	Subordinate Staff	
Low	2	10	21	31	82	146
	6.7%	13.9%	27.6%	32.6%	33.2%	28.1%
Moderate	15	36	31	37	105	224
	50.0%	50.0%	40.8%	38.9%	42.5%	43.1%
High	13	26	24	27	60	150
	43.3%	36.1%	31.6%	28.4%	24.3%	28.8%
Total	30	72	76	95	247	520
	100.00	100.00	100.00	100.00	100.00	100.00
Chi-square value 20.17*		p-value 0.010				

Note: \* indicates 5% level of significance

After considering satisfaction scores into three categories viz., low, moderate and high, the level of satisfaction of various cadres of employees has presented in Table1A. Out of 520 sample respondents 150(28.8%) are with high level of satisfaction, 224 (43.1%) are moderate and 146 (28.1%) are with low level of satisfaction with regard to training programmes. Chi-square test is carried out and found the same results (p-value  $0.10 < 0.05$ ) which are concluded through one-way ANOVA. Hence, it can be concluded that cadres are highly influencing the satisfaction levels of respondents towards the training programmes.

The success of training practices depends on the attitude of employees towards them. The aim of evaluation of attitude is to know whether the participants are able to apply the newly learned skills and knowledge at the actual job situation. This discussion includes the items related to training practices like 'method of training', 'periodicity of training programme', 'availability of training centre', and 'evaluation of training programme'. The result of the one-way ANOVA for the above variables is presented in Table 2.

**TABLE NO: 2**  
SATISFACTION SCORES OF SAMPLE RESPONDENTS ON TRAINING PRACTICES OF TTD

Cadre of the employees	No. of employees	Mean scores	Std. Deviation	F-value	p-value
Officers	30	9.666 a	2.264	9.630**	0.000
Professionals	72	9.597 a	2.147		
Clerical Staff	76	8.816 b	2.627		
Technical Staff	95	8.273 c	2.086		
Subordinate Staff	247	7.964 c	2.396		
Total	520	8.469	2.414		

Note: The small alphabets a,b,c beside mean scores indicates the DMRT test results and same alphabets represents insignificant difference between categories.

It is clear from the results of one-way ANOVA, p-value  $0.00 < 0.01$  for the corresponding F value 9.630, that there is significant difference among various cadres of employees with regard to mean satisfaction score on training practices. Further it is evident from the results of Duncan's Multiple Range Test (DMRT) that officers and professionals have high level of satisfaction than others. Technical and subordinate staff differs significantly with low satisfaction from clerical staff as well as officers and professionals.

**TABLE NO: 2 A**  
LEVEL OF SATISFACTION ON TRAINING PRACTICES

Level of satisfaction	Cadre of the employee					Total
	Officers	Professionals	Clerical Staff	Technical Staff	Subordinate Staff	
Low	4	4	14	32	91	145
	13.3%	5.6%	18.4%	33.7%	36.8%	27.9%
Moderate	12	38	43	39	107	239
	40.0%	52.8%	56.6%	41.1%	43.3%	46.0%
High	14	30	19	24	49	136
	46.7%	41.7%	25.0%	25.3%	19.8%	26.2%
Total	30	72	76	95	247	520
	100.00	100.00	100.00	100.00	100.00	100.00
Chi-square value 44.829**			p-value 0.000			

Note: \*\* indicates 1% level of significance

Further to assess the level of satisfaction the satisfaction scores are considered into three categories i.e. low, moder-

ate and high levels and the results are presented in the Table 2A. It is clear from the results of Chi-square test that there is significant association between 'cadre of employees' and 'training practices'. It can be inferred that the level of satisfaction is different among various cadres of employees.

**6.2 Promotion policy**

The promotion policies and procedures followed in Tirumala Tirupati Devasthanams are based upon the guide lines incorporated in Andhra Pradesh State and Subordinate service rules. There is a hierarchy of posts in TTD and the qualifications, responsibilities and the pay attached to them increase with every step. An employee in TTD is entitled to promotion to a higher post depends on a number of factors such as seniority, merit and qualification, departmental tests for promotion and sometimes both qualification and departmental tests. The employees are asked to opine on the promotion policy of TTD and the analysis has been presented in Table 3.

**TABLE NO: 3  
OPINION ON EXISTING PROMOTION POLICY IN TTD**

Opinion on promotion policy	No. of Respondents					
	Officers	Professionals	Clerical staff	Technical staff	Subordinate staff	Total
Highly satisfied	7 (23.30)	12 (16.70)	14 (18.40)	12 (12.60)	55 (22.27)	100 (19.23)
Satisfied	15 (50.00)	47 (65.30)	26 (34.20)	55 (57.90)	138 (55.87)	281 (54.04)
No opinion	0 (0.00)	3 (4.20)	11 (14.50)	4 (4.20)	10 (4.04)	28 (5.38)
Dissatisfied	6 (20.00)	5 (6.94)	16 (21.10)	9 (9.50)	12 (4.86)	48 (9.23)
Highly dissatisfied	2 (6.70)	5 (6.94)	9 (11.80)	15 (15.80)	32 (12.96)	63 (12.12)
Total	30 (100.00)	72 (100.00)	76 (100.00)	95 (100.00)	247 (100.00)	520 (100.00)
chi-square value 50.46**		p-value 0.000				

Note: Figures in the brackets are percentages to the column totals \*\* indicates 1% level of significance

Source: Primary data

The summary of opinions on existing promotion policy is presented in the Table 3. Majority of total employees that is 54.04 per cent are 'satisfied' and 19.23 per cent are 'highly satisfied' with the existing promotion policy. Dissatisfied and highly dissatisfied are 9.23 per cent and 12.12 per cent respectively. It is also seen that when compared to other categories professionals 65.30 per cent are of high opinion and satisfied with the promotion policy.

This difference of opinion among various cadres is found statistically significant with the Chi-square test. Since p-value 0.00 < 0.01, it can be stated that there is significant association between 'cadre of employees' and 'opinion on existing promotion policy'.

**6.3 Transfer policy**

A transfer is a shift of a person from one job, organizational level or location to another. Dale Yoder et al defined 'transfer' as a lateral shifting causing movement of an individual from one position to another. Generally the purposes of transfer are (i) to meet the organizational requirements like change in technology, organizational structure etc. (ii) to satisfy the employee needs (iii) to utilize the employee skill, knowledge etc., whenever more suitable (iv) to improve employee background by placing in different places (v) to correct inter personal conflicts (vi) to punish the employees (vii) to minimize fraud and corruptions, etc.,

The employees of TTD are liable to be transferred from place to place, department to department, institution to institution, section to section. Transfers are affected basing the broad principles that have been laid down by the Government Or-

ders of A.P. from time to time. The purposes of transfer in TTD are Administrative Grounds, Transfer on Request, Transfer on grounds of overstay, Transfer on Promotion, Compulsory Transfers Transfer of Corrupt Employees from Focal Points. Employee satisfaction on transfer policy has been analysed and presented below.

**TABLE NO: 4  
OPINIONS ON EXISTING TRANSFER POLICY IN TTD**

Opinion on Transfer policy	No. of Respondents					
	Officers	Professionals	Clerical staff	Technical staff	Subordinate staff	Total
Highly satisfied	5 (16.7)	6 (8.3)	12 (15.8)	21 (22.1)	41 (16.6)	85 (16.3)
Satisfied	9 (30.0)	43 (59.7)	39 (51.3)	53 (55.8)	156 (63.2)	300 (57.7)
No opinion	9 (30.0)	18 (25.0)	11 (14.5)	11 (11.6)	13 (5.3)	62 (11.9)
Dissatisfied	6 (20.0)	5 (6.9)	6 (7.9)	9 (9.5)	29 (11.7)	55 (10.6)
Highly dissatisfied	1 (3.3)	0 (0.0)	8 (10.5)	1 (1.1)	8 (3.2)	18 (3.5)
Total	30 (100)	72 (100.00)	76 (100.00)	95 (100.00)	247 (100.00)	520 (100.00)
chi-square value 58.29**		p-value 0.000				

Note: Figures in the brackets are percentages to the column totals Source: Primary data

\*\* indicates 1% level of significance

Table 4 makes it clear that majority of total respondents that is 57.7 per cent irrespective of their cadre are 'satisfied' with the existing transfer policy in TTD. It is also seen across the cadre that 63.2 per cent of subordinates, 59.7 per cent of professionals, 55.8 per cent of technical staff, and 51.3 per cent of clerical staff are 'satisfied' with the transfer policy. However 30.00 per cent of officers have 'no opinion' in this respect.

This difference of opinion is found statistically significant with the results of Chi-square test. From the p-value 0.00 < 0.01, it can be inferred that there is significant association between 'cadre of employees' and 'opinion on transfer policy'. It means respondents of various cadres have different opinion on transfer policy.

**6.4 Performance appraisal**

It is the process of obtaining, analyzing and recording information about the relative worth of an employee. "Performance appraisal is a systematic, periodic and so far as humanly possible at impartial rating of employee's excellence in matters pertaining to his present job and to his potentialities for a better job. Performance appraisal has been considered as the most significant and indispensable tool for an organization in making decisions regarding various personal aspects such as promotions and merit advancements.

The performance appraisal in TTD has been done in two ways (i) the immediate superior officer will record their impression on the performance of the subordinates in the confidential reports, (ii) reviewing the past records of the performance of the concern employee to assess his performance. The sample employees are being asked to respond on the performance appraisal system of TTD and the analysis has been presented below.

**TABLE NO: 5  
OPINION ON IMPLEMENTATION OF PERFORMANCE APPRAISAL SYSTEM**

Opinion on implementation of performance appraisal	No. of Respondents					
	Officers	Professionals	Clerical staff	Technical staff	Subordinate staff	Total
Highly satisfied	7 (23.34)	16 (22.2)	26 (34.2)	27 (28.4)	79 (32.0)	155 (29.8)

Satisfied	18 (60.00)	31 (43.1)	28 (36.8)	44 (46.3)	82 (33.2)	203 (39.0)
No opinion	4 (13.33)	16 (22.2)	13 (17.1)	15 (15.8)	80 (32.4)	128 (24.6)
Dissatisfied	1 (3.33)	3 (4.2)	5 (6.6)	3 (3.2)	2 (0.8)	14 (2.7)
Highly dis-satisfied	0 (0.0)	6 (8.3)	4 (5.3)	6 (6.3)	4 (1.6)	20 (3.8)
Total	30 (100.00)	72 (100.00)	76 (100.00)	95 (100.00)	247 (100.00)	520 (100.00)
chi-square value 40.73**			p-value 0.001			

Note: Figures in the brackets are percentages to the column totals

Source: Primary data

\*\* indicates 1% level of significance

It is observed from the Table 5 that out of sample respondents surveyed 39 per cent state that implementation of performance appraisal is 'satisfactory' whereas only 3.8 per cent are dissatisfied. Across the cadre 60 per cent of officers are satisfied with the implementation of the performance appraisal system and 32.4 per cent of subordinates state that they have no opinion about the system.

This difference of opinion is found statistically significant with the value of Chi-square test. It can be inferred that there is significant association between 'various categories of employees' and 'implementing the performance appraisal'.

## 7. FINDINGS

To test the relationship between cadre of employees and various aspects of training and development practices, the hypothesis framed is 'There is no significant difference among various cadres of employees in respect of training practices imparted'. For the purpose of the study the aspects like climate of training programme and training practices of TTD are identified. To test the hypothesis one-way ANOVA has been carried out considering the category of employees as independent variable and various aspects of training practices as dependent variables. It is evident from the results that there are significant differences among various cadres of em-

ployees in respect of training practices imparted. Hence the hypothesis, there is no significant difference among various cadres of employees in respect of training practices imparted is rejected. Further overall opinion on training and development practices has been tested with the help of Chi-square test and found the same results which are concluded through one-way ANOVA.

In order to test the association between cadre of employees and promotion, transfer, and performance appraisal policies the hypothesis framed is 'There is no significant association between cadre of employees and promotion, transfer and performance appraisal policies'. The Chi-square test is applied to examine the hypothesis and found that the results are significant. Hence the hypothesis framed is rejected. It implies that there is significant association between various categories of employees and promotion, transfer and performance appraisal policies.

## 8. CONCLUSION

The TTD has a well infrastructural training centre namely SVETA. A full fledged training policy and programmers are designed that will fit the mission and vision of the organization. The training programmes should be flexible to adopt the changes and requirements of the organization. Primarily the training programmes should be aimed at creating faith in the Lord and sense of devotion to serve the pilgrims and the society at large. To enhance the sense of belongingness, loyalty, positive thinking, improving the quality of work life the promotion and transfer policies are to be formulated properly. Seniority alone should not be considered as the criterion for the promotion of the employees. Instead, the result of the periodical performance should be clubbed with the seniority norms for the promotion. This will motivate the efficient employees. It is recommended that TTD should implement amicable transfer norms by consulting with the employee unions and employees. The overall conclusion about the HRD practices followed in TTD is excellent. The TTD with its huge wealth and resources and independent trust should formulate its own human resource management practices. If TTD follows a well organized stream of human resource development policies and practices, it may achieve many glorious things in near future.

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