

# Employee Readiness to Implement HR Practices- A Comparative Study Between Public Sector and Private Sector

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## ABSTRACT

*The objective of this study is to make an attempt to find out gaps, if any, between the "Employee Readiness to implement HR practices" between the employees of Public Sector and Private Sector. Data was collected from the employees of Public sector and Private Sectors. Questionnaire method was used to collect responses from the respondents. Employee Readiness Index was calculated. Statistical technique t-test & ANOVA were used to analyze the data. Results showed that there was a significant difference between Public sector and Private Sector. Further all the three organizations i.e. large, medium and small scale organizations differ significantly on employee readiness index.*

**Keywords :** Procedural, biological, statistical techniques, HR initiatives index

## 1. INTRODUCTION

**T**HE success of any HR department of any Corporate depends on the framing and implementation of the HR policies but the fact remains that the effectiveness of implementation of policies is directly proportional to the employees readiness to accept and implement those HR policies. In other words we can say that the success of any HR department depends on its ability to inculcate readiness or willingness to accept and follow the HR policies.

There are broadly two aspects of Human Resource functions:

- a) Procedural
- b) Psychological

The procedural aspects includes framing and implementation of policies & procedures for effective utilization of manpower. It also includes compliance to the standard norms that have been defined by the Organization. Compliance to regulatory or statutory body also comes under this category of functions.

The psychological aspects of Human Resource is however much more complex in nature. It is complex since HR function is to do with the response of Human beings to various initiatives taken by the HR team of the organization. Since each human being is different

in nature there reaction to various initiatives is also different. This difference can be attributed because of following difference :

- a) Basic biological composition
- b) Difference in sociological/ educational / economical back-ground
- c) Their past experience of similar situations

Under these circumstances the anticipation of the response of the human being to the HR initiatives becomes a key to the performance of the Human Resource person [1-3].

Effectiveness of the Human Resource functions would therefore take into account both the aspects procedural and psychological.

This would mean that Human resource functions will be said to be effective if :

- a) Desired policies & procedures are establishment and implemented.
- b) Desired response to various HR initiatives is received from the employees.

Now the challenge before the Human resource professionals lies in defining:

- a) What is Desired response ?  
Define the parameters on which we can we measure the desired response.
- b) How do we measure the response?

Being an HR professional, it was this challenge that prompted me to take this as a topic for my research work.

## 2. SPECIFIC OBJECTIVE

To study the level of readiness among employees when any such activity of practice is implemented upon.

## 3. HYPOTHESES

Keeping the above specific objective in mind following hypotheses are formulated and tested:

1. There will be significant differences between public sector and private sector organizations as regards to employee readiness to HR practices when they are implemented.
2. There will be significant differences among large scale, medium scale and small scale business organizations as regards to employee readiness to HR practices when they are implemented.

## 4. TOOLS USED FOR DATA COLLECTION

In the present research work both quantitative as well as qualitative methods were used to collect data from the respondents. A questionnaire was developed to measure employee readiness to new HR practices in various business organizations. The questionnaire consisted of ten statements relating to employees readiness to HR practice implementation. All the statements in this section are rated against a five point scale. The scale consists of Strongly Disagree (1), Disagree (2), Neither Disagree nor Agree(3), Agree(4), and Strongly Agree(5) [4-8].

## 5. SAMPLE

The sampling technique used in this research is basically random and convenient. A total of 300 respondents were contacted from the population. Out of 300 respondents 150 are from public sector and remaining 150 are from private sector organizations. From 150 respondents drawn from public sector 50 are from large sector, 50 are from medium sector and 50 are from small sector organizations. Similarly, among 150 private sector respondents 50 are from large sector, 50 are from medium sector and 50 are from small sector organizations. The small sector organizations in public sector basically belong to state government owned or subsidized small business organizations.

After the collection of the data through questionnaire method, a representative sample from each group were interviewed in order to obtain a general idea about the employees reaction to the HR policies when they are introduced.

## 6. RESEARCH DESIGN

The basic design of the study is as follows:

In order to observe significant differences among different business organizations as regards to employee readiness to HR practices when they are implemented the groups compared as per the followings:

- i) Public Sector Vs Private Sector  
Public sector (N=150)  
Private sector (N=150)
- ii) Large Scale Vs Medium Scale  
Large scale (N=100 i.e. 50 public+50private)  
Medium Scale (N=100 i.e. 50 public+50 private)
- iii) Large Scale Vs. Small scale  
Large Scale (N=100 i.e. 50 public+50 private)  
Small Scale (N=100 i.e. 50 public+50 private)
- iv) Medium Scale Vs Small Scale  
Medium Scale (N=100 i.e. 50 public sector +50 private sector)  
Small sector (N=100 i.e. 50 public sectors and 50 private sectors)

In order to observe significance of variance among different business organizations as regards to employee readiness to HR practices when they are implemented the groups compared are as per the followings:

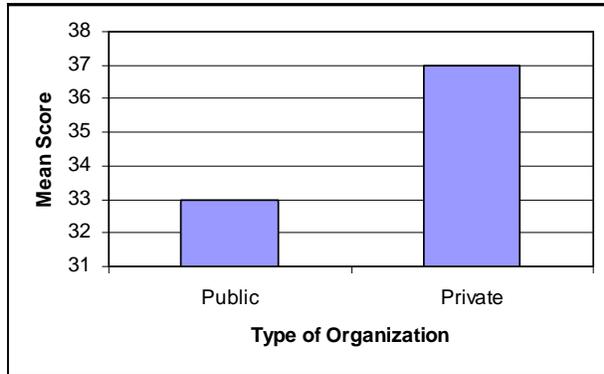
- Large scale (N=100 i.e. 50 public+50private)
- Medium Scale (N=100 i.e. 50 public+50 private)
- Small Scale(N=100 i.e. 50 public+50 private)

## 7. STATISTICAL TECHNIQUES USED

The statistical techniques used in this research are t-test and one way ANOVA. In order to compare the means between two groups such as public sector vs private sector, large scale vs small scale, large scale vs medium scale and medium scale vs small scale statistical technique like t-test was used. Similarly, statistical technique like one way ANOVA was used to compare groups like large scale, medium scale and small scale organizations.

## 8. RESULTS

Employees Readiness to HR Initiatives



**Fig. 1:** Mean Score of Employee Readiness to HR Initiatives Index Between Public Sector and Private Sector Employees

**Table 1 :** Mean score , standard deviation and t-value of Public Sector(N=150) and Private Sector (N=150) employees on Employee Readiness to HR Initiatives Index.

Type of organization	N	Mean	Standard deviation	t-value
Public	150	32.86	6.58	4.26**
Private	150	36.86	8.46	

The mean score , standard deviation on employee readiness to HR initiatives between public sector and private sector employees has been presented in the Table 1. The t-score between the public sector and private sector employees has been found to be significant (4.26) both at .01 and .05 level. According to the result presented in the Table 1, the mean score of public sector(32.86) has been found to be less than the private sector employees' mean score(36.86) on employee readiness index.

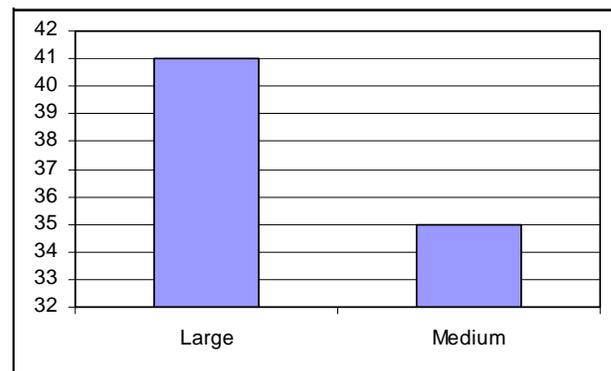
Table. 2 shows the result of one way variance (ANOVA) among the employees of large scale, medium scale and small scale organizations as regards to the employees' readiness to various HR initiatives. Result of ANOVA presented in table 2 has been found to be significant as the F value is 139.86 which is significant both at .05 and .01 level. This shows that there is a significance of difference on variance among the mean score of employees of large scale, medium scale and small scale organizations.

**Table -2 :** Summary of One Way Analysis of Variance (ANOVA) to Test the Mean Difference in Variance among the Large Scale, Medium Scale and Small Scale Sector Employees on Employee Readiness Index. N=300

Source of Variance	Sum of squares	Mean squares	F
Between the groups	8822.42	4411.21	139.86**
Within the groups	9367.16	31.53	
Total	18189.58		

**Table-3** Mean score, standard deviation and t-value of Large Scale (N=100) and Medium Scale (N=100) employees on Employee Readiness to HR Initiatives Index.

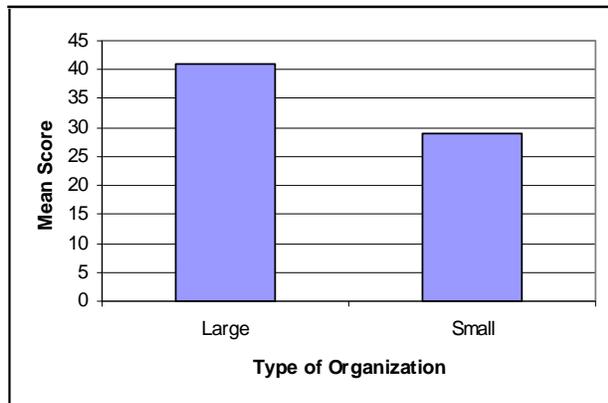
Type of organization	N	Mean	Standard deviation	t-value
Large	100	41.28	7.01	7.01**
Medium	100	34.90	5.41	



**Fig. 2 :** Mean Score of Large Scale and Medium Scale Employee on Employee Readiness Index

The results presented in Table -3 shows mean, standard deviation and t- score between the employees of large scale and medium scale organizations. The value of t- score between the mean score of large scale and medium scale has been found to be significant (7.01) both at .05 and .01 level. This

indicates a significance of difference between the mean score of large scale and medium scale employees. Further, the mean score of large scale employees (41.28) has been found to be higher than the medium scale employees (34.90).

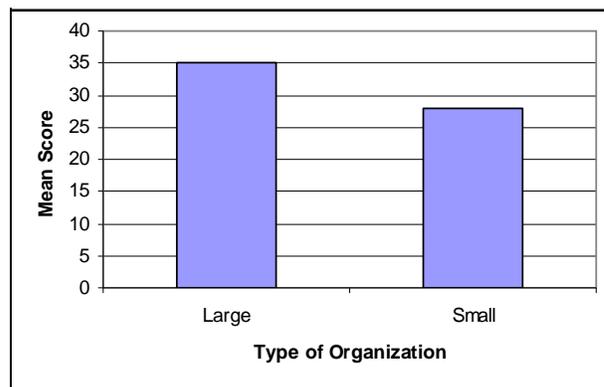


**Fig. 3 :** Mean Score of Large and Small Scale Employees on Employee Readiness Index

**Table - 4** Mean score , standard deviation and t-value of Large Scale(N=100) and Small Scale (N=100) employees on Employee Readiness to HR Initiatives Index.

Type of organisation	N	Mean	Standard deviation	t-value
Large	100	41.28	7.01	16.43**
Small	100	28.00	4.02	

Mean , standard deviation of employee readiness to HR index between the employees of larger scale and small scale employees has been presented in the Table 4. The t- value (16.43) has been found to be significant both at .05 and .01 level which indicates that there is a significance of difference on mean score between the large scale and small scale employees on employee readiness to HR initiatives index .Further, the results show that the mean score of large scale employees (41.28) is higher than the small scale employees (28.00).



**Fig. 4:** Mean Score of Large and Small Scale Employees on Employee Readiness Index

**Table -5** Mean score , Standard Deviation and t-value of Medium Scale(N=100) and Small Scale (N=100) Employees on Employee Readiness to HR Initiatives Index.

Type of organisation	N	Mean	Standard deviation	t-value
Large	100	34.90	5.41	10.23**
Small	100	28.00	4.02	

The Table 5 exhibits the mean, standard deviation and t- value of employee's readiness to HR initiatives index between the medium scale and small scale employees. According to the result presented in the Table-5, the t-value (10.23) is significant both at .01 and .05 level. This indicates that there is a significance of difference on the mean score between the medium and small scale employees. Further, the mean score of large scale employees (34.90) has been found to be more than the small scale employees(28.00).

**CONCLUSION**

The findings of the research supports both the Hypothesis and they were found to be accepted on the basis of the results shown above.

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