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# INFLUENCE OF HUMAN RESOURCE DEVELOPMENT PROGRAMS ON WORKERS JOB SECURITY IN INDUSTRIAL ORGANIZATIONS : EMPIRICAL EVIDENCE FROM MOBIL OIL NIGERIA

AKINYELE, S.T., ADEGBUYI, O., OGBARI, M., AHAMDU, F.O.

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## Abstract

*The study examined the influence of human resource development programs on workers job security in industrial organizations empirical evidence of Mobil Oil Nigeria . The overall objective of this research is to discover the outcome of the human resource programs on workers job security. The primary method was used in collection of data; the data were collated and analyzed. A sample size of 171 staffs of Mobil Oil was determined using the yards formula. Research questions were set along-side four hypotheses that were formulated and tested using regression and correlation. This result shows that there is a link between performance appraisal and compensation, that training and development influences workers productivity, also collective bargaining has an effect on the work-force of an organization, and there exists a significant relationship between recruitment and employee selection. This study therefore shows that human resource development programs influences workers job security. Recommendations were, that Organizations striving to succeed should ensure that they are consistent in the use of factors involved in human resource development. HR Departments are also recommended to ensure that the employees are provided with maximum experience of the factors affecting human resource.*

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In work organization across the world, emphasis today is placed on human resource development programs. However, it can be immediately ascertained whether human resource development programs have a direct positive influence on job security among workers. In the same vein, it was reported by some researchers (Johnbul, 2001, Rita, 2004 & Peterson, 2004) that manpower development programs did not have any form of influence directly or indirectly on job security in work organization, while some other schools of thought holds a quite opposite view. It goes without saying that the presence of the human resource development programs can lead to organizations' to take strides towards success and growth by leaps and constraints. The human resource development program is concerned with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programs (Armstrong, 2002). This in turn, reflects on the influence these programs have on the job security of workers in different hierarchical levels in organizations and also lead to the achievement of the objectives and goals of such organizations.

Conversely, if the human resource development programs functions ineffectively, it can seal the fate of the organization by creating chaos and confusion from

the top to bottom in the administrative hierarchy. As a consequence the chances of the organizations success are doomed. It is essential for an industrial organization with vision for growth, expansion and survival to have an effective human resource development programs to enable workers in the organization involve in several activities to improve their skill in their field. It is human for employees in organizations to react either ways, positively or negatively to the effectiveness of the human resource programs. Akintayo (1998) observed that organizations invest a colossal margin of time, energy and funds on designing and implementing appropriate manpower development programs for its employees. A well-executed human resource development program has a great influence on workers job security because they provide a number of inter-related benefits, such benefits which this program provides include Acquisition, Orientation, Training and development, Performance appraisal, Remuneration etc. Human resource programs are essential for the employees to enable them enhance their personal learning, growth, increase of skill in field of specialization and development. Omole (2004) assert that human resource development is concerned with providing learning and development opportunities, making training intervention and planning, conducting and evaluating

training programs. The author argued that the overall aim of manpower development programs is to see that the organization has the quality of workforce its needs to attain its goals for improved performance and growth. Ahanor (1990) posits that the objective of manpower development programs in any work organization is achieved by ensuring as far as possible, that everyone in the organization has the knowledge and skills and reaches the level of competence required to carry out their works effectively. Similarly, Osterman (1995) posits that the performance of individual employees and teams in work organization is subject to continuous improvement on their skills and employees should be developed in way that maximizes their potentials. Oloyede (2005) and Beach (1998) contend that human assets grow and increase in value; maintaining and upgrading employees' skills not only tend to increase productivity; but also increase commitment and motivation. The authors assert further that the approach to manpower development within the firm will vary according to the technology, traditional policies and the value of management. Human resource development programs are considered as very important and vital in organizations. It is therefore important to say that most of the studies did not focus on human resource development programs as it affects job security.

### **Statement of Research Problem**

Human resource is the backbone of any successful organization; it involves all the factors that motivate employees. In existing literatures, it has been argued severally and there has not been any concrete agreement on whether or not organizations should invest heavily on human resource development programs. Koehorst and Verhoevon (2002), Bass and Vaghan (1991), Whitefield (2000), Oloyede (2000), Akintayo and Babajide (2005), Milkman (1997), Maglen and Hopkins (1998), Schular (2005) and Zymelman (2000) reported that human resource development programs had been found to have capable of influencing: high turnover of profit, improved quality of service, better use of human resources, increased safety on the job (reduced number of accidents), increased staff motivation, less resistance to change, less cost due to human error, more efficiency and productivity. It is because of the crucial and sensitive role

that the human resource development programs play, it becomes pertinent to the study of its effect on workers job security.

The relationship between performance appraisal and compensation is necessary; there are many arguments that hold contrasting views on whether or not both determinants should be linked. Popular belief is that two are directly related, since it is rational to believe that whoever works more deserves more but a counter-notion sees the first argument has been short-sighted in that it does not measure the effect that this notion will have on the accuracy of the performance appraisal results, the workers tendency to open up and workers job security. This counter notion is supported by (North, 1992), who stated that the linkage to reward outcomes reduces or eliminates the developmental value of appraisals. This leads us to confirm whether there is really a link between performance appraisal and compensation.

The training and development method adopted is essential and it actually influences workers job security in organizations. This is because if it is guaranteed, efficient and free from prejudice, most employees will develop a positive attitude. A fundamental aspect of the human resource development programs is confirming that training and development methods adopted is necessary and still putting in mind other factors like size, structure of the organization and most importantly the effect it will have on the increasing productivity of employees in the organization. Sometimes, if the training and development methods adopted are wrong, it could give rise to problems in the process and cause confusion, this way the workers will tend to be reducing in performance instead of increasing in productivity. It is in view of this that there will be an investigation on how training and development influences increasing productivity of workers in industrial organizations.

One of the most motivating factors for employees, collective bargaining which establishes agreement on wages, hours, benefits etc. it allows workers and employers to reach voluntary agreement on a wide range of topics. One of the major problems is the dread that employers deprive the employees of their rights, and also the collective bargaining cannot address every workplace and it could lead to the rise of issues later on in

the future, with such issues arising, it could lead to job insecurity of the employees. For the employees to be sure of a secured job, the collective bargaining agreement is needed in the employment negotiation also in the contract will include the fringe benefit which the employer adds to the employment negotiation such as the employees welfare, health insurance, company car etc. it is because of this sensitive role that the concept of collective bargaining plays that makes it pertinent to study its effect on fringe benefit.

Recruitment and selection also has an important role to play in ensuring workers job security. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection is often presented as a planned rational activity, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider HR strategy. Recruitment is of utmost importance as it is a motivational tool, improves workers morale, it brings in new talents and ideas to the organization. Recruitment without selection represents an inefficient human resource program and could cause job insecurity for workers; this could in turn demotivate workers involved in internal recruitment, they could turn to be different and not take their work seriously. Because of the several problems encountered, it becomes important to examine the relationship between recruitment and selection in an organization.

### **Objectives of Study**

The overall purpose of this study is to discover the outcome of human resource development programs on workers job security in industrial organizations.

The main objectives of the study are

1. To examine the link between performance appraisal and compensation
2. To determine how training and development in the human resource development programs influence the increasing productivity of workers in industrial organizations.

3. To ascertain the effect of collective bargaining on fringe benefits in the workforce of an organization.
4. To determine the significant relationship between recruitment and employee selection.

### **Literature Review**

#### **Human Resource Development Programs**

Haslinda (2009) expressed that behind the theoretical debates concerning the nature of Human Resource Development Programs, there is a set argument pertaining the purpose of Human Resource Development Programs. The purposes of Human Resource Development Programs are said to influence the nature and extent of Human Resource Development Programs activities being implemented. The purposes of Human Resource Development Programs are centred on learning and performance perspectives, both benefiting the individual and the interests of shareholders. In a wider perspective, the purposes centre on economic benefits, social benefits and the ethics of Human Resource Development Programs. These points indirectly suggest that a reconciliation of the purposes of Human Resource Development Programs centrally focus on training, development and learning within organizations for individual development to achieve business strategies and for the development of organizational competence.

Yussof and Kasim (2003) revealed that the role of human resource development programs are crucial, in promoting and sustaining growth and, human resource development programs, in particular education and training, contributes significantly to economic development in terms of increased worker productivity and income. The economy becomes more productive, innovative and competitive through the existence of more skilled human capability. They also asserted that the quality of human resources will determine the success or failure of any development effort, especially concerning industrialization, adopting technical change and global market response. Viewed from this perspective, a human resource development program therefore requires special attention to complement

changes in the economic profile of the proposed growth regions.

According to Rao, (1995) human resource development holds the key for economic development by enabling people to become more productive, because economic development depends upon level of industrial activity of production, which onward depends upon the productivity of human resource.

### **Human Resource Development and Job Security**

Prior researches have claimed that human resource development programs are very important factors in ensuring job security among workers in selected work organizations. The finding corroborates Babajide (2011); Armstrong (1995) Koehorst and Verhoeven (2002), Keep and Mayhew (1999) and Huselid (1995) who reported a significant relationship between human resource development programs and reduction in labour turnover. Moreover this study also revealed the strength of causation of variables on job security among workers in selected work organizations. This also tallies with Akintayo (2011), Olaniyi (2006), Ichmowski (1997) and Peterson (2004) who submits that human resource development programs, had significant influence on workers' good placement on the job, since the training programs cover all aspects of employment relations.

The finding of the study registers with Johnbul (2001), Peterson (2004), Rita (2004), Akintayo and Babajide (2005) who succumbs to labour relations and interpersonal skill training programs having significant influence on workers' sustainable relationship with the employer. But the findings disagree with Reach (1999), Milkman (1997), Zymelman(2000) and Akintayo (1998) who reported that human resource development programs tend to influence workers job performance effectiveness and could possibly lead to labour turnover resulting from occupational movement. Oloyede (2005) and Akintayo (2011) reported that human resource development programs tend to foster occupational mobility of workers, sustainability of employer's confidence and preference of both male and female trained workers. This implies that there is no significant gender difference in the level of workers participation in human resource development programs. In essence, both male and female respondents have equal chance of

participation in manpower development programs devoid of gender discrimination in selected work organizations.

### **Compensation and Employee Productivity**

This study is being examined for the effect on human resource development programs on workers job security. With compensation as part of the several variables, it is possible to determine its effect on the workers job security. Compensation has a big influence in recruiting employees, motivation, employee turnover, productivity, job security etc. (Bernardin and Russell, 1993). The level of compensation is of concern because it determines the job security, lifestyle, self-esteem etc. of the employees. Kulkarni (1983) liken the importance of ten factors including security, pay etc. which are extrinsic to the job and some other factors that include recognition, esteem, responsibility etc. among white collar workers. A hypothesis was decided that high value will be put on intrinsic job factors than the extrinsic job factors. Information was obtained through interviews personally whereby individuals were asked to rank each factor according to its significance. The result did not support the hypothesis and it portrays two extrinsic factor namely adequate earnings and job security as the most significant. It was also noticed that no reliable trend between the results of this study and other related studies using blue collar employees, except in ranking of adequate profits and job security.

### **Collective Bargaining and Organizational Performance**

The early empirical studies on human resource management mainly used the input of single respondents, in most cases the input from human resource managers Huselid (1995). Gerhart et al. (2000) reveal the low reliability between employees, line managers and human resource managers. This is an interesting and highly relevant notion, but at the same time difficult to solve since these empirical results demonstrate fundamental difference between employee group, have fundamentally different priorities and needs, something that should be taken into consideration in future research. Lepak and Snell (2002) debated that human resource differentiation towards specific employee groups is necessary for overall effectiveness.

The classification of employee groups within an organization depends on factors like the nature of their jobs (e.g. production, technical support, administration and management). Their professional backgrounds (e.g. level of production, degree of professionalization of the occupation) and needs and wants of individuals (e.g. degree of job security needs for challenging task etc.)

**RESEARCH METHODS**

The data analyzed in this paper were collected through a survey of workers in the selected organizations in Lagos, Nigeria. The survey was administered in 2013, under the auspices of a well trained research assistant. Three hundred surveys were administered, and 171 usable surveys were returned, yielding a response rate of 57%. The surveys were addressed to the core workers in the organizations. The respondents were asked to provide the following data regarding their jobs and personal histories: age; gender; years and area of education; professional memberships; professional conferences attended in the previous 4 years; job title, whether their job was full-time or part-time; the number of years employed in their current position; previous rate of turnover in their position; and their salary and associated benefits. Questionnaires were distributed only to those who qualified and agree to participate in the study. The researcher then briefly explained the nature and requirement of the survey before the respondent filled up the questionnaire. Typically, assessment of reliability in terms of internal consistency cannot be computed for single- item measurement (Soderlund and Ohman, 2003). Though Churchill (1979) argued that single items are unreliable, Asika(1991) opposed this by demonstrating that the main issue is the validity problem rather than reliability problem. The study adopted a five-point Likert scale. The statistical package for social science, Windows version 17.0(SPSS 17.0) was used to analyze the data collected.

**ANALYSIS AND DISCUSSION**

**TESTING OF HYPOTHESES**

**HYPOTHESIS ONE**

H0: There is no link between performance appraisal and compensation.

H1: There is a link between performance appraisal and compensation.

TABLE 1 SUMMARY OF CORRELATION SHOWING LINK BETWEEN PERFORMANCE APPRAISAL AND COMPENSATION

Variations	N	Mean	SD	r- observed	Significant level
Performance Appraisal	155	12.18	0.47	0.76*	0.05
Compensation	155	12.06	0.38		

\*significant ParT=<0.05

The first null hypothesis was tested using correlation coefficient. The reason for the choice of correlation coefficient is because the hypothesis sought to determine the link between two variables, performance appraisal and compensation. The means of these two variables are very close as presented in the table above. The mean of performance appraisal is 12.18 and the mean of compensation is 12.06. However, the difference noted was subjected to inferential statistics and the results revealed a significant relationship between performance appraisal and compensation at r=0.76, 154 degree of freedom and <0.05 significant level. This implies that there is a link between performance appraisal and compensation. The first null hypothesis is therefore rejected.

**HYPOTHESIS TWO**

H0: Training and development in the human resource development programs do not influence the increasing productivity of workers in industrial organizations.

H1: Training and development in the human resource development programs influence the increasing productivity of workers in industrial organizations.

**TABLE 2 MODEL SUMMARY**

Model	Predictor	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	Training and Development	.791	.62	.58	11.17

Source: Field Survey, 2013

a. Predictors Training and Development

b. Dependent Variable Increasing Productivity

**TABLE 3 ANOVA (b)**

Model	Variations	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	280	1	280	17.90*	.000
	Residual	102.896	153	15.64		
	Total	103.17556	154			

Source: Field Survey, 2013

Two table are done in the table above, the first table shows the ‘simple R’ column which is the correlation between the actually observed independent variables and the predicted dependent variable (i.e., predicted by the regression equation). ‘R square’ is the square of R and is also known as the ‘coefficient of determination’. It states the proportion (percentage) of the (sample) variation in the dependent variable that can be attributed to the independent variable. In this study, 62% of the variations in worker’s productivity could be accounted for by training and development a worker is exposed to. The second null hypothesis which stated that training and development in the human resource development programs do not influence the increasing productivity of workers in industrial organizations is rejected .at R=.791, R2=.62, F (1, 154 =17.90; p<.05. This implies that there is a significant influence of training and development on workers’ productivity.

**HYPOTHESIS THREE**

H0: Collective Bargaining does not have an effect on the

fringe benefit in the workforce of an organization.

H1: Collective Bargaining has an effect on the fringe benefit in the workforce of an organization.

**TABLE 4 MODEL SUMMARY**

Model	Predictor	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	Collective Bargaining	.884	.78	.76	2.849

Source: Field Survey, 2013

a. Predictors Collective Bargaining

b. Dependent Variable Fringe Benefit

**TABLE 5 ANOVA (b)**

Model	Variations	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	258313.305	1	258313.305	74.18*	.000
	Residual	532784.25	153	3482.25		
	Total	791097.555	154			

Source: Field Survey, 2013

Two table are done in the table above, the first table shows the ‘simple R’ column which is the correlation between the actually observed independent variables and the predicted dependent variable (i.e., predicted by the regression equation). ‘R square’ is the square of R and is also known as the ‘coefficient of determination’. It states the proportion (percentage) of the (sample) variation in the dependent variable that can be attributed to the independent variable. In this study, 78% of the variations in fringe benefit could be accounted for by collective bargaining. The third null hypothesis which stated that collective bargaining does not have effect on the fringe benefit in the workforce of an organization is rejected .at R=.884, R2=.78, F (1, 154 =74.18; p<.05. This implies that collective bargaining has a significant effect on the fringe benefit in the workforce of an organization.

**HYPOTHESIS FOUR**

H0: There is no significant relationship between recruitment and employee selection.

H1: There is a significant relationship between recruitment and employee selection.

Table 6 Summary Of Correlation Showing The Relationship Between Recruitment And Employee Selection

Variations	N	Mean	SD	r-observed	Significant level
Recruitment	155	14.04	0.18	0.84*	0.000
Employee selection	155	14.16	0.77		

\*significant  $P = < 0.000$

The forth null hypothesis was tested using correlation coefficient. The reason for the choice of correlation coefficient is because the hypothesis sought to determine the relationship between two variables, method of recruitment and employee selection. The means of these two variables are very close as presented in the table above. The mean of recruitment is 14.04 and the mean of employee selection is 14.16. However, the difference noted was subjected to inferential statistics and the results revealed a significant relationship between recruitment and employee selection at  $r=0.84$ , 154 degree of freedom and  $< 0.000$  significant level. This implies that there is a significant relationship between method of recruitment and employee selection. The forth null hypothesis is therefore rejected.

**CONCLUSION**

It is of great worth to note that this research work on the aspect of human resource development programs are not in-depth but noteworthy and consequential conclusions can be drawn so far. It is obvious that human resource is the backbone to the success of an organization; therefore it crushes every critic’s opinion as to its negative effect in an organization. From our findings on past works of scholars, it could be concluded that human resource development programs influences workers job security in an organization. Identifying and organizing important variables in human resource development programs proved to be a challenging task to practitioners and researchers. Training and development is one variable that has been indicated to be a key

component amongst the human resource programs. It improves the capability, creativity, productivity etc. of employees and the organization as a whole. This way, employees are enlightened more about what they are to do at work and perform better than expected. Performance appraisal technique is also essential to influence job security. Compensating employees from time to time based on equal basis with their performance at work motivates employees, increases their commitment to work and also affects positively the employment relationship. Unfair or no appraisal not only reduces their commitment to work and productivity, it also jeopardizes the job security of such employees. So it is therefore important that the appraiser is well informed. If it is so, employees will view the appraisal process as fair and accurate. Recruitment itself is not just a variable of the human resource development programs; it also has significant consequences on people. It involves searching for potential job candidates so an organization can select the most appropriate people to fill its job needs. The most important in achieving a positive result in this variable is the process used. It could be conducted either internally or externally, but most important is the process to make sure that the right individual is picked to fill job vacancies. Firstly good objectives should be strategized in the course of the recruitment process, secondly a sound screening and interviewing section should be carried out and lastly selection of the best individual to fill the job space. Collective bargaining involves a representative present in the negotiation of terms and conditions in a mutual co-operation of an employment contract between an employer and an employee. It has positively influenced workers job security in organizations because it fights against pressures generated by an expanding labour force and a declining labour market, problems ranging from pensions, insurance, employment conditions, fringe benefits etc.

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# SELF HELP GROUPS PROMOTES RURAL WOMEN EMPOWERMENT-A STUDY OF SELECTED VILLAGES IN KOLHAPUR DISTRICT

Shri. Sunil Subhash Patil

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## Abstract

*Empowerment of women is a holistic concept multidimensional in approach and involves a basic realization and awareness of one's power, capabilities, potentialities and competencies and one's rights and opportunities for development in important sphere of life. Empowerment is a process which generates changes in ideas and perceptions and creates awareness about one's rights and opportunities for self development in all important sphere of life.*

*As far as the employment of women is concerned the women self help group in India have been recognized as an effective strategy for the empowerment of women in rural as well as urban areas, bringing women together from all spheres of life to fight for their rights. So the present paper focuses on the importance of SHG for rural women the study is conducted in selected villages of Kolhapur district.*

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## Key words: SHG'S, Empowerment, Rural, Women, Self, Development, Opportunities

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In present scenario in most of the developing countries today more and more emphasis is laid on the need for development of women and their active participation in the main stream of development process. Since the first prime minister of Independent India Pandit Jawaharlal Nehru has rightly pointed out that "The women of India should play a vital role in building strong nation."(Sankaran 2009) Further the Father of the Nation Mahatma Gandhi has said "The development of every village is nothing but the development of nation."(Bhatia 1994) Therefore it is an important and utmost necessary to make rural women empowered in taking decision to enable them to be in the central part of any women development process. Then it is also widely recognized that apart from managing household and children, rural women bring income with productive activities ranging from traditional in the farms and fields to working in factories or running small scale businesses.

Today, women want more economic independent in terms of their own identity, achievements, equal status in the society and the great freedom. Many women have proved that they are more productive than men in contributing to the growth of economy. Just as well as two hands are needed for the smooth functioning of human work, similarly man and woman should involve

in productive activities to build a strong nation.

The Indian Government has made strong efforts for the advancement of women in different spheres through five year plan and women welfare scheme, National Policy for Empowerment of Women (2001), aims all in creating conducive environment for women development, equality in political economic, social and cultural spheres elimination of all types of discrimination against women. In recent years women self help groups have emerged has an effective means of entrepreneurship development among women entrepreneurship as a strong potential for socio economic empowerment of women.

### Self Help Group (SHGs) Terminology:

The SHGs is a voluntary association of the poor who come together to improve their Soci-economic condition. The SHGs may be association formed either by male members or by female members or both. The SHG's are formed under the principle of self help to promote individual through collective actions in areas of any mentioning income, gaining easier access to credit and other resources and increasing their bargaining power.