



A Comparative Study of HRD Interventions of Selected Maharatna Companies in India

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Abstract

Development of human resources is indispensable for the capacity building of any Nation. HRD is a broad term as it includes both the quantitative and the qualitative aspects of populace. India has one of the largest reservoirs of HRD in the world. In India a good number of industrial and commercial organizations have realized that human resource is the most important element in the field of success and failure of an organization. HRD is must for an organization to come out of its indolent stage to undertake its diversification programme, to improve its traditional services and systems, to become more dynamic and to play leadership effectively to ensure stability and growth of the organization. Development cannot take place unless a favourable climate for it is created at the top which extends down HRD through each level of the organization. It may come to a standstill if encouragement is not available to the person concerned.

The HRD concept is based on recognition of human potential inherent in every employee. Only, dynamic employee can build dynamic organization. Self motivated and competent workforce makes organizations to grow and achieve goals. The most precious development asset of any organization is its human resources. The day-to-day development of science & technology and vast changes that are taking place in every walk of life make it more essential to take the best advantage of human resources.

Maharatna Companies are one of the PSU in India with a Navratna status; listed on the Indian Stock Exchange; with an average net profit of more than Rs. 5,000 crore after paying tax; average annual turnover of Rs. 25,000 crore and an average annual net worth of Rs. 15,000 crore for 3 years each.

This research paper focuses on a comparative study of HRD interventions namely Performance Appraisal, Career Development, Training programmes & Potential Appraisal systems of the "Maharatna Companies in India" under study i.e. BHEL & IOCL.

Introduction to HRD

Human Resource' are the most important and valuable resource for every organization. It is the competent and motivated workforce that makes things happen and helps the organization to achieve its goals. In fact, effective employees contribute to the effectiveness of the organization. In the organizational Context HRD refers to the improvement in capacities and capabilities of the personnel in relation to the needs of the organization. It involves the creation of climate where human knowledge, skill, capabilities and creativity can bloom. It involves the use of processes through which the employees of the organization are prepared to give their best for the achievement of corporate objectives and bring optimal effectiveness in their jobs as well.

Review of Literature

Training and goal setting had significant and positive effects on productivity. Brown and Med off's study (1978) also finds relation between employee turnover and organizational productivity. Job security, compensation, culture and demographics have an impact on turnover (Arnold and Fedman 1982, Baysinger and Mbley 1983). Guzzo, Jettle and Katzell (1985) and Schuster (1986) also found that HRD interventions have a significant positive effect on productivity / organization's performance.

In the survey of fifty three Indian organizations (made by Rao and Abraham, 1986), it was found that fifty five per cent of organizations surveyed have a definite and formal policy as regards to employees' training which indicates towards the commitment of top and senior executives for training function. In a HRD climate study of fifty three Indian organizations conducted by Rao and Abraham (1986), forty nine per cent organizations were found to claim to give very high importance to HRD processes and sixty eight per cent organizations were found to have specifically designated manager to look after HRD function. In his study of Indian Organizations, Abraham (1989) concluded that forty three percent cases of the

organizational performance could be explained by the HRD profile and its components; HRD climate is a significant contributor of organizational performance.

The use of performance appraisals and linking such appraisals with performance has also shown strong relationship in most research works (Gerhast & Milkovich, 1990). Arthur, J.B. (1994) conducted cross sectional study of 30 US steel minimills. Taking 10 variables – decentralization, participation, general training, skilled workers, level of supervision, social events, due process, wages, benefits, bonus, percentage unionized as HRD measures clustered into two systems: control and commitment. Outcome measures were taken manufacturing performance (labour efficiency, scrap rate) and employee turnover. Using Regression methods he found commitment based HRD systems associated with lower scrap rates and higher labour efficiency than control-based systems.

With a relatively large questionnaire survey of 137 companies; Budhwar & Sparrow (1997) analyzed the levels of integration of HRD in the corporate strategy and development of responsibility for HRD to line managers in India. (Budhwar, P. and Sparrow, P. (1997), 'Evaluating Levels Of Strategic Integration and Development of Human Resource Management in India,' *International Journal of Human Resource Management*, 8,476-494).

Most organizations seem to have well developed performance management system or are in the process of having the same; feedback and counseling is the second system mostly followed; there is no potential appraisal in most of the companies, 360 degree feedback is being tried out in 75 % of the organization under study; employees satisfaction surveys, TQM interventions, total productivity management, team building workshops, visioning exercises, train the trainer programmes etc. are some of the OD interventions being used by those organizations (T.V. Rao, 2001). A better ethical environment of the organization leads to better HRD climate for an organization (Sharma and Pooja, 2001). Employees perceive different dimensions of climate with different intensities (Gani and Shah, 2001).

Richard & Johnson (2001) examined the impact of HRD effectiveness on a number of performance variables and found that HRD effectiveness was directly related to employee turnover and return on equity. Further, Kandulla (2001) developed "Strategic HRD Framework" which may be perceived as a modified / enlarged version of the Rao's Schematic presentation. Better strategic HRD interventions contribute for harmonious industrial relations scenario, increased trainability, and low need for employment externalization and downsizing of manpower (Kandulla, 2001).

Batt (2002) finds that 'high involvement' interventions such as autonomy, team collaborations and training are related to reduce employee turnover and increased productivity. According to Watson Wyatt's (2002) Human Capital Index Study, strong HRD interventions are the leading indicators of financial success, responsible for as much as 47% increase in market value. The study analyzed selected HRD interventions to measure and found that companies with the best 'human capital' record had a three times greater return to shareholders over five years- 68% compared to a 21% - return for companies with the weakest practices. Public sector organizations structure compensation in a way such that there are lower pay differentials between the employees, long-term tenure is rewarded and there is a high base pay, (D'Souza, 2002).

Paul and Anant HRD a man (2003) found that each and every HRD intervention has an indirect influence (not having direct casual connection) on the operational and financial performance of the organization; further, HRD subsystems based interventions such as training, job design etc. directly affect the operational performance parameter, viz., employees' retention, employees' productivity, product quality, speed of delivery and operating cost. Guest, D.E., Michie, J, Conway, N & Sheehan, M (2003) conducted both cross sectional and longitudinal taking 366 organizations with over 50 employees. They selected 48 items on HRD covering nine main areas: recruitment and selection, training and development, appraisal, financial flexibility, job design, two-way communication, employment security and the internal labour market, single-status and harmonization, and quality as HRD measures and found that using objective measures of performance, greater use of HRD interventions was associated with lower labour turnover and higher profit per employee. Perceived extent of introduction of innovative HRD interventions was found as the most significant predictor of organizational commitment (Agrawal, 2003).

Bradely, Petrescu and Simmons (2004) explain that creating on-going learning as well as training in work place has a highly significant impact on job satisfaction and organizational performance.

Tessema and Soeters (2006) have conducted study on eight HRD interventions including compensation, training and other aspects. Ruwan (2007) empirically evaluated six HRD interventions (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Executive Turnover.

The findings of a recent study carried out by Singh et al. (2008) showed that the best HRD interventions have a positive relationship with organizational performance; motivational HRD policies have a positive impact on generic performance; if HRD Policies are updated on a regular basis, there is a high likelihood that the organization will be high on morale, adaptability, quality of product and services, learning and growth, and overall impact on industry.

In other recent study conducted by Purang (2008), it was found that there exists a positive relationship between the dimensions of HRD and the organizational commitment of the managers; the results of the study showed that four dimensions of HRD, viz., Career Planning, Employees' performance appraisal, Job Enrichment and Organization Development were found as strong predictors of organizational commitment. Rao (1986, 1990) in "A Schematic Presentation of linkage between HRD Instruments, Process, Outcomes and Organizational Effectiveness" has suggested that all the subsystems / process mechanisms (e.g. Employees' Training, Employees' Performance Appraisal, Employees' Career Planning etc.) have inter linkage with one another as well as are well linked with organization's plans and strategies. It has been observed that the work culture of public sector organizations was based on the concept of socioeconomic responsibility, in which profitability is secondary (Abraham, 2008).

Zaini, Niufar and Syed (2009) found four HRD interventions i.e. training and development, team work, HRD planning and performance appraisal have positive and significant influence on business performance.

KC Chakraborty, 2012 “HRD Management in Organizations- Need for a new perspective” concluded that Human Resource Management is important for organizations because ‘Management of risks’ and ‘Management of people’ are two key challenges facing organizations. He has focused more on the emerging needs of HRD in public sector in today’s world.

Some scholars use general labels such as HRD system or HRD bundle without indicating a dominant strategic focus, while others study targeted HRD systems focused, for example, on customer service or teamwork (Jackson et al., 2014). Bhattacharjee et al. (2016) examined the role of employees in transforming a corporate vision into reality and suggested that empowering employees is critical to translating organizational objectives into action.

Employees have been viewed as central to the firm’s competitive advantage and adding value to the firm’s performance (Davis, 2017 & Collins, 2021)

In 2021, HRD solidified its strategic position as part of every organization’s decision-making process — this was essential to help companies survive COVID-19 and stay in business. In 2022, however, HRD will need to go one step further.

Research Methodology

Research is an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective and systematic method of finding solution to a problem is research. The systematic approach concerning generalization and the formulation of a theory is also research. As such the term ‘research’ refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions(s) towards the concerned problem or in certain generalizations for some theoretical formulation.

Objectives of the study

- To examine the extent of usage of modern performance appraisal methods in the public sector organizations.
- To ascertain the implementation of Career Development as a HRD intervention in the organizations of public sector.
- To assess the effectiveness of Training Programmes in enhancement of productivity of top and middle level management.
- To examine the effect of potential appraisal system in motivation of employees.
- To assess the importance of HRD interventions in organizational effectiveness.

Significance of the study

Since the problem of the study has been identified by the researcher on the basis of the existing stock of researches in the field of HRD particular in the selected organizations, it is expected that the study will fill up the gap to some extent. Moreover, the conclusions of the study are expected to go a long way in implementing the process of HRD in a more meaningful manner as the conclusions drawn are based on survey of the HRD interventions of the employees of public and private organization taken under study HRD philosophy and HRD tools and techniques. From this point of view, the conclusions of this study will add to the existing knowledge on the HRD philosophy and interventions and will become a further sound base for future researchers in the field of HRD.

The HRD department of any company is responsible for recruiting skilled labours and executives, allocation and planning of work, monitoring of workforce and performance appraisal. It is also responsible to timely up gradation of skills of the workforce by organizing educative professional workshops or seminars. If HRD activities are carried out in proper professional manner it could result into minimization of cost and wastage, right recruitment of workforce, increased stability of the company, flexible enough to cope up with futuristic developments and most important maximizes production. The research study will help in the present scenario in context to HRD interventions. The conclusions drawn will help the HRD professionals to deal with the individual values, behavior, action and thoughts in a more effective manner.

The results of the study can be used by HRD profession in the creation of climate in which the flower of human knowledge, skill, capabilities and creativity can bloom. Study will also help in HRD interventions and interventions in selected organizations will bring forth the role of HRD in dissemination of knowledge and experience and facilitating learning among the human resources.

The study will reinforce the effectiveness of HRD interventions in developing the general capabilities of employees so that they are able to discover and utilize their inner potential for their own and organizational development purposes.

Scope of the study

The current research study focuses on the present scenario of the HRD interventions in organizations in India. Due importance has been given to such HRD interventions which prove the best and creates broader scalability in human life. Here in this research work, HRD interventions have been

referred to the means of development of employer-employee relationship and the growth of personal and organizational growth. From the academic and pragmatic point of view, this research work is very unique and conducive which has proved. The human behaviors towards HRD Interventions have been described in detail in this current study.

This research work will be of great help for organizations to modify, customize, and innovative new practices, procedures of HRD according to the outcome of this research work. Feedback of employees and respondents and their perception will act as a demonstrator to re-launch HRD practices. This research work may aware policy makers to distinguish between existing and required corrective measures in the field of HRD.

Data Collection

The present study adopted descriptive research design based on survey method to study “**A Study of HRD Interventions of Selected Organizations in Indian Public Sector.**” The necessary data for the research study have been collected from both primary and secondary sources. The primary data have been collected separately from Public Sector Companies namely; Bharat Heavy Electricals Limited (BHEL) Bhopal and Indian Oil Corporation Limited (IOCL) Mumbai.

Respondents have been approached with a well -structured questionnaire to collect the data of selected Companies of Public Companies under the study. It is a difficult exercise to get assistance from respondents but after explaining the purpose is purely academic. Respondents co-operated and shares their views, experiences, and observations related to HRD Practices. The secondary data and information have been collected from the reports, journals, magazines, newspaper, periodicals, and websites.

Measurement Instrument

A preliminary version of the questionnaire was developed in English on the basis of insights from in-depth qualitative interviews with subject experts and Human Resource Managers of Public Sector Companies. A pilot survey was conducted covering 57 respondents. The objective was to know that the respondents understand the questions properly and to make sure that the recording of data was properly executed. The basic pro-forma of questionnaire consists of three sections, namely A, B and C; having multiple option questions, questions were closely related and associated to HRD Interventions of selected Companies. The detailed list of constructs is presented in table 4. All the items were put on a five-point likert scale where a value of 1 expresses strongly disagree and a value of 5 expresses strongly agree. Participants were asked to indicate their level of agreement with each statement. The section A contained questions regarding demographic characteristics of the employees such as gender, age, education, company name, designation, work experience and annual income.

Constructs of Questionnaire refer to: Demographical Factors, Economic Sector, Formal Performance Management, Techniques of Performance Appraisal, Techniques of Performance Appraisal, Determinants of Performance Appraisal, Comparison of performances, Distraction, Career Developing Planning, Coaching, Counseling, Monitoring, Training, and Mentoring, Self-assessment, Enhance the Degree of Performance, Future opportunities, Future opportunities, Hidden Talent and Skills, Strengths/weakness, Learn and grow, Motivation, Employee-Employer relationship, Quality and Quantity, Accountable and Authoritative, Leadership Skills, Training, Potential Appraisal & Career Development

Sample Size and Design

The sample of study has been taken from the Staff, Officers, Managers and Employees of selected Companies for the purpose to know the views regarding HRD Interventions of selected public sector companies; Bharat Heavy Electricals Limited (BHEL) Bhopal and Indian Oil Corporation Limited (IOCL) Mumbai.

To reduce the ambiguity in the results pertaining to hierarchical levels and to maintain uniformity of findings the respondents have been broadly categorized as lower - level employees, middle level employees and top - level employees that include-

Top Level Management

All decision making and planning senior authorities at apex level, top and all Senior Management people into monitoring, mentor role have been categorized under ‘Top Management’ Category.

Middle Level Management

All Middle Level Managers / Process / Production, Shop, Floor Supervisors / Office Managers / Office Executives, Sr. Office Executives / Sr. Office Assistants / have been categorized under ‘Middle Management’ Category.

Lower Level Management

All Workers / Foremen / Process / Production Line Supervisors / Jr. Office Executives, Assistants have been categorized under Lower Management Category.

In order to avoid possible biases, samples were collected from different demographics and geographical locations of selected companies. Over all 769 respondents filled up the questionnaire 12 were discarded due to incomplete information. The details of 757 usable samples

The details of sample size

Sector	Name of Companies	No. of Respondents
Public Sector	BHEL	394
	IOCL	363

Statistical Analysis

For primary data analysis of this research work, statistical method of applied descriptive statistics has been used. For this, a set of statistical tools has been used which concludes – the linear regression method, and percentage method.

Regression analysis

In statistics, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed. Most commonly, regression analysis estimates the conditional expectation of the dependent variable given the independent variables – that is, the average value of the dependent variable when the independent variables are fixed. In all cases, the estimation target is a function of the independent variables called the regression function. Regression analysis is widely used for prediction and forecasting, to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. While in performance of regression analysis, the assumptions are sometimes testable if a sufficient quantity of data is available. Regression models for prediction are often useful even when the assumptions are moderately violated, although they may not perform optimally. In a narrower sense, regression may refer specifically to the estimation of continuous response variables, as opposed to the discrete response variables used in classification. Typically, a regression analysis is done for one of two purposes: in order to predict the value of the dependent variable for individuals for whom some information concerning the explanatory variables is available, or in order to estimate the effect of some explanatory variable on the dependent variable.

The linear regression has been used to test the research hypotheses. The regression analysis has been conducted though SPSS version 16.0 and the significance of the co-efficient and t-values were examined in order to accept or reject the hypotheses. Companies have t-value is significant when the calculated value of t is more than the table value of $t = 2.58$ based on two-tailed test for $p < 0.01$.

Hypotheses

Ha1	Modern methods of performance Appraisal are widely used in the organizations under study
Ho1	Modern methods of performance Appraisal are not widely used in organizations under study
Ha2	Career Development is effectively implemented as an HRD intervention.
Ho2	Career Development is not effectively implemented as an HRD intervention.
Ha3	Training programmes help in increasing the productivity of top and middle level management.
Ho3	Training programmes do not help in increasing the productivity of top and middle level management.
Ha4	Potential Appraisal system helps in increasing motivation in employees.
Ho4	Potential Appraisal system does not help in increasing motivation in employees.
Ha5	Implementation of HRD interventions leads to increase in organizational effectiveness.
Ho5	Implementation of HRD interventions does not lead to increase in organizational effectiveness.

Limitations of the study

This current study denotes about the present scenario of the HRD interventions in selected organizations. All research studies have their own limitations and the present study is also having same nature. The focus of the study was restricted on selected organizations. In the present study, some of the respondents might not have stated honest responses. A more representative sampling technique needs to be considered in future research to generalize the findings of the study. This study would be helpful to academic community to explore the research in selected companies under the study.

Data Analysis and Interpretation*Analysis of Respondents' Profile on demographical factors*

The enclosed complete checklist (set) of questions was served to the 757 respondents of Public Sector companies under the study i.e. in BHEL and IOCL for the purpose. Respondents included various groups of respondents as mentioned below:

Demographic Characteristics	Data	Frequency	Percentage
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Gender	Male	529	70%
	Female	228	30%
Age (In Years)	Below- 25 Years	83	11%
	26 – 30 Yrs.	166	22%
	31 – 40 Yrs.	266	35%
	41 – 50 Yrs.	183	24%
	51 Yrs. & Above	59	8%
Education	ITI Holder	141	19%
	Diploma Holder	306	40%
	Graduate	185	24%
	Post Graduate	125	17%
Designation	Top Level	71	9%
	Middle Level	403	53%
	Lower Level	283	37%
Annual Income (Rs.)	Less than 2 Lacs	31	4%
	2.01 - 4 Lacs	201	27%
	4.01 - 6 Lacs	196	26%
	6.01 - 8 Lacs	246	32%
	More than 8 Lacs	83	11%
Work Experience	1 Year & Below	47	6%
	2 – 4 Years	81	11%
	5 – 7 Years	199	26%
	8 – 10 Years	251	33%
	11 Years & Above	179	24%

Breakup of sample size of respondents' on demographical factors

A comparative analysis of HRD Interventions of Public organizations understudy

The comparative analysis of HRD policies, interventions and trends in public sector organizations has been made mainly on the basis of data gathered through questionnaire method. The policies and interventions with respect to, performance appraisal methods, career development, potential appraisal, and training & development have been compared for public and private sector organizations.

However, the four major such HRD interventions that affect the rest development of these organizations were identified as Performance Appraisal, Career Development, Training programmes & Potential Appraisal system

The information regarding all these organizations has been gathered from different sources like the published documents, such as annual reports of the organizations, manuals, office records of different Training Institutes, divisional offices and head offices of the sample organizations and from other available published sources like various annual and monthly publications of these organizations and various journals.

Comparative analysis of Performance Appraisal as a HRD intervention

HRD Intervention	BHEL, Bhopal	IOCL, Mumbai
Performance appraisal	BHEL has well established performance system for various categories.	IOCL has e-Performance Management System for sustained employee growth.
	Its called annual confidential report (ACR). The various parameters of performance evaluation system are laid down in the ACR forms with the marketing system.	As per the guidelines of the Department of Public Enterprises (DPE), the transparency in e-PMS system is also being enhanced through structural changes.

	The total 100 marks are allotted for performance evaluation, based on marks; the grading of the individual performance is done in the following broad categories	In IOCL 'Feedback' is an important aspect of appraisal system in organization.
	Based on the performance evaluation and on completion of the minimum eligibility period, the individual is considered for his promotion to next level by department promotion committee (DPC).	e-PMS in IOCL plays vital role in finding weaknesses and helps to overcome by providing corrective action taken by the system prevailing in the organization.

Comparative analysis of 'Potential Appraisal' as a HRD intervention

HRD Intervention	BHEL, Bhopal	IOCL, Mumbai
Career Development	To make and feel each employee to participate and contribute to the growth and success of the company.	IOCL provides latest technology and services to its employees through sustained Research and Development
	BHEL has a unique system management implemented called Participative Forum.	IOCL fosters a culture of participation and innovation for employee growth and contribution
	This Participative forum has equal participation of both management and employees.	In the implementation of the workers' participation in management scheme, the emphasis has been on sharing information with the various collectives in seeking their continuous support and co-operation at various levels in managing the challenges being faced by the Corporation.
	In such PA, Productivity & Profitability, Incentives, Bonus, Plant Performance Payment, Wage revision, Working Conditions, Welfare facilities, Environmental issues etc. are discussed.	----
	BHEL provides variety of employees benefits/ welfare measures such as leave, LTC, loans & advances, awards and incentives, gratuity, provident fund, death relief fund, family planning incentives, medical facility, transport, education, sport uniform etc.	----

Comparative analysis of 'Training' as a HRD intervention

HRD Intervention	BHEL, Bhopal	IOCL, Mumbai
Training	BHEL emphasizes on the training needs of all employees. Training calendar is formulated accordingly. BHEL has well established training centers for all cadres of employees.	Identifying training needs at all levels is a regular exercise in IOCL Due importance is attached to trainings. Budget for training is made as well for every year.

Comparative analysis of "Potential Appraisal" as a HRD intervention

HRD Intervention	BHEL, Bhopal	IOCL, Mumbai
Potential Appraisal	To enable each employee to perceive his role and responsibilities and participate and contribute to the growth and success of the company.	An "academy" company with the country building skills and competencies among Indian Oil People to face the challenges of the market place.
	To prepare each employee to achieve his potential, improve his capabilities, perceive his role and responsibilities and participate and contribute to the growth and success of the company.	Existing career path models of different divisions have been re-examined regularly in view of changing business needs to identify distinct generalist and specialist cadre.

Testing of Research Hypotheses

The linear regression was used to test the research hypotheses. A regression analysis was conducted through SPSS version 16.0 and the significance of the coefficients and t-values were examined in order to accept or reject the hypotheses. Company have t-value is significant when the calculated value of t is more than the table value of $t = 2.58$ based on two-tailed test for $p < 0.01$.

- **Testing of first hypothesis**

Ha1	Modern methods of performance Appraisal are widely used in the organizations under study
H ₀ 1	Modern methods of performance Appraisal are not widely used in organizations under study

Presents the regression estimation for modern method of performance appraisal is widely used in organizations The study considered - an assessment center / external agency, customers feedback, behaviorally anchored rating scale, monetary aspects and superior /sub ordinate / peers, as independent variables and modern methods of performance appraisal as a dependent variable from the survey questionnaire. As seen in the table 01, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 5.021, $p < 0.01$). **Thus, we reject the null hypothesis and accept the alternative one i.e. Modern methods of performance appraisal are widely used in organizations under study.** Among the five independent variables, superior /sub ordinate / peers (.77) has a greater impact; followed by monetary aspects (.50) and peer group/co-workers (.45).

Table – 01

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
Constant		5.021*	.000
An assessment center/ External agency	.15		
Customers feedback	.45		
Behaviorally anchored rating scale	.21		
Monetary aspects	.50		
Superior /Sub ordinate / Peers	.77		

Note: *t-value is significant for $p < 0.01$

- **Testing of second hypothesis**

Ha2	Career Development is effectively implemented as an HRD intervention.
H ₀ 2	Career Development is not effectively implemented as an HRD intervention.

Presents the regression estimation for career development is one of the commonly implemented HRD intervention.. The study considered organizational need, mutual growth, self assessment, degree of performance and future opportunities as independent variables and commonly implemented HRD intervention interventions as a dependent variable from the survey questionnaire. As seen in the table 02, the statement is statistically not significant because calculated value of t is less than the table value (t-value = 0.38, $p > 0.01$). **Thus, we reject the alternative hypothesis and accept the null one i.e. Career development is not effectively implemented as an HRD intervention.**

Table – 02

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
Constant		0.38**	.14
Organizational need	.06		
Mutual growth	-.05		
Self assessment	-.32		
Degree of performance	.12		
Future opportunities	.02		

Note: ** t-value is not significant for $p < 0.01$

- **Testing of Third Hypothesis**

Ha3	Training programmes help in increasing the productivity of top and middle level management.
H ₀ 3	Training programmes do not help in increasing the productivity of top and middle level management.

Presents the regression estimation for training programmes help in increasing the productivity of top and middle level managers. The study considered employee- employer relationship, motivational level, increase the productivity team work and leadership skills as independent variables and training programmes increase the productivity as a dependent variable from the survey questionnaire. As seen in the table 03, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 3.216, $p < 0.01$). **Thus, we reject the null hypothesis and accept the alternative one i.e. Training programmes help in increasing the productivity of top and middle level management.** Among the independent variables, increase the productivity has a major impact and followed by team work and leadership skills.

Table – 03

Independent Variables	Standardized Coefficients(Beta)	t-value	Sig.
Constant		3.216*	.000
Employee- Employer relationship	.13		
Motivational level	.18		
Increase the productivity	.63		
Team work and leadership skills	.27		

Note: *t-value is significant for $p < 0.01$

- **Testing of fourth hypothesis**

Ha4	Potential Appraisal system helps in increasing motivation in employees.
H ₀ 4	Potential Appraisal system does not help in increasing motivation in employees.

Presents the regression estimation for potential appraisal systems help in increasing motivation in employees. The study considered hidden talent and skills, comparison of performance strength and weakness, learn and grow and responsibilities as independent variables and potential appraisal increase the motivation as a dependent variable from the survey questionnaire. As seen in the table 04, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 25.484, $p < 0.01$). **Thus, we reject the null hypothesis and accept the alternative one i.e. Potential appraisal system helps in increasing motivation in employees.**

Among the independents variables, strength and weakness (.61) has a major impact, followed by responsibilities (.58), learn and grow (.52) and hidden talent and skills (.44).

Table – 04

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
Constant		25.484*	.000
Hidden talent and skills	.44		
Comparison of performance	.09		
Strength and weakness	.61		
Learn and grow	.52		
Responsibilities	.58		

Note: *t-value is significant for $p < 0.01$

- **Testing of fifth hypothesis**

Ha5	Implementation of HRD interventions leads to increase in organizational effectiveness.
H ₀ 5	Implementation of HRD interventions does not lead to increase in organizational effectiveness.

Presents the regression estimation for implementation of HRD interventions leads to increase in organizational effectiveness. The study considered training, carrier development, performance appraisal and potential appraisal as independent variables and HRD interventions lead to increase the organizational effectiveness as a dependent variable from the survey questionnaire. As seen in the table 05, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 3.016, $p < 0.01$). **Thus, we reject the null hypothesis and accept the alternative one i.e. Implementation of HRD interventions leads to increase in organizational effectiveness** Among the independent variables, training (.63) has a major impact and followed by performance appraisal (.27).

Table – 05

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
Constant		3.016*	.000
Training	.63		
Carrier development	.13		
Performance appraisal	.27		
Potential appraisal	.18		

Note: *t-value is significant for $p < 0.01$

- **Consolidated report of testing of hypotheses**

It can be concluded that all the alternative hypotheses of the study are accepted except second, based on the linear regression analysis. **Thus, H1, H3, H4 and H5 are accepted and H2 is rejected**, as shown in table -06.

Consolidated report of testing of hypotheses**Table – 06**

Hypotheses (H)	t-value	p-value	Results
Ha1 Modern method of performance Appraisal are widely used in the organizations under study	5.021*	.000	Accepted
Ha2 Career Development is effectively implemented as an HRD intervention.	0.38**	.14	Rejected
Ha3 Training programmes help in increasing the productivity of top and middle level management.	3.216*	.000	Accepted
Ha4 Potential Appraisal system helps in increasing motivation in employees.	25.484*	.000	Accepted
Ha5 Implementation of HRD interventions lead to increase in organizational effectiveness.	3.016*	.000	Accepted

Note: *implies t-value is significant for $p < 0.01$ & ** implies not significant.

Major findings of the study

- IOCL has e-Performance Management System for sustained employee growth e-PMS in IOCL plays vital role in finding weaknesses and helps to overcome by providing corrective action taken by the system prevailing in the organization.
- Another interesting fact came into the light under this study that BHEL has well established performance appraisal system known as annual confidential report (ACR).
- BHEL has a unique system management implemented called Participative Forum.
- IOCL fosters a culture of participation and innovation for employee growth and contribution.
- BHEL makes prepare each employee to achieve his potential, improve his capabilities, perceive his role and responsibilities and participate and contribute to the growth and success of the company
- IOCL provides existing career path models of different divisions have been re-examined regularly in view of changing business needs to identify distinct generalist and specialist cadre.
- BHEL provides training and development of its employees on regular basis.

Suggestions

Important issues associated with HRD interventions like performance appraisal systems, Training, Potential appraisal, and Career development affect the growth of an employee and organization. The present research study carried out to reduce to discover some suggestions for the betterment of the organizations and mutual growth. The study provides some key information inputs regarding HRD interventions that will guide in future for designing effective strategies in concern areas. These are as follow:

- Based on the samples from public and private sector organizations females are fewer respondents. It may be possible that females are reluctant to work in such organizations or not able to work due to their personal constraints. This is an opportunity in front of them to get the jobs in these companies.
- The study revealed that majority of the participants was held the diploma holders and graduate degree. It means such sort of organizations should target these people to do jobs in the concern areas.
- It is found that organizations having formal performance appraisal system it is suggested to adopt modern method of it like “assessment centre” it is done by an external agency and it may have fair treatment with employees.
- Under the research study it is found there is existence of 360 degree performance appraisal system it is good but there is scope for new method known as customer feedback method. Customer can give fair feedback of any employee under this method.
- The research study also indicates towards a different dimension that is generally performance appraisal carried out for mainly two purposes followed by Training & development, and termination decision.
- Superior, subordinates, peers, and coworkers are suggested to give fair opinion and feedback about other employees.
- Research study found that performance appraisal only done to identify organizational need rather than employees’ betterment and growth.
- The present study focuses on another dimension that is education of respondents (employees). The maximum respondents belong to diploma holder category and they gave less importance to performance appraisal and this process distracts them from the actual job and work.
- Organizations are suggested to give autonomy to their employee for self-assessment.
- Organizations also try to know hidden talent & skills of the employees.

- Organizations can improve the employer-employees relationship while providing them career development opportunity.
- It is found if adequate training is given to employees there can be definitely increase in quality and quantity.
- There should be more coaching, counseling, monitoring, training, and mentoring, it is found on the basis of feedback given by the respondents.
- Organizations can improve productivity while comparing the performance of employees within the organization and other organizations.
- It is found that if HRD intervention strictly followed by an organization it can have definitely progress and run effectively business operations while maintaining mutual growth.

Conclusion

Human Resource Development (HRD) is gaining significance in the success of any industrial organization. The organizations today have realized that it is the contribution of the human resources which helps them to grow, prosper and attain their objectives. Human resource development (HRD) aims at developing all the employees of an organization in a planned manner not only to acquire and apply their existing capabilities but also their inner potentials and helps in building a climate with strong interpersonal bonds which helps the organization to achieve its goals.

The current research study focuses on the present scenario of the HRD interventions of selected organizations in India. The linear regression was used to test the research hypotheses. The regression analysis was conducted through SPSS version 16.0 and the significance of the co-efficient and t-values were examined in order to accept or reject the hypotheses. Company have t-value is significant when the calculated value of t is more than the table value of $t = 2.58$ based on two-tailed test for $p < 0.01$. The study applied Linear Regression Analysis to test the research hypotheses. It was found that Modern method of performance appraisal is widely used in private sector organizations. The result of the testing of first hypothesis also revealed that the five independent variables i.e. An assessment centre/External agency, Customers Feedback- a modern of performance appraisal, Behaviorally anchored rating scale, Monetary aspects, and Superior, Sub ordinate, peers have a strong impact on as dependent variable modern method of performance appraisal The numbers in brackets denote the question's number in survey instrument.

The result of testing of second hypothesis of the study indicated that Career development is not commonly implemented HRD intervention. , the results indicated with the help of concerned variables that organizational needs, Mutual growth, Self-assessment, Degree of performance, Future opportunities and career developments interventions have a impact on the HRD interventions .The result of third hypothesis of the study revealed that training programmes help in increasing productivity. Further, the impact of four independent variables i.e. employee- employer relationship , motivational level, increase the productivity, and team work & leadership skills and training programmes help in increasing productivity. As dependent variable was found significant In the same vein, the study indicated that the potential appraisal system helps increasing motivation in employees On the other hand, the effect of five independent variables as hidden talent and skills, comparison of performance, strength & weakness, learn & grow, and responsibilities, and dependent variable training programmes help in increasing productivity, was found strong and significant under the research study. At the last, the result of fifth hypothesis of the study indicated that implementation of HRD intervention leads to increase organizational effectiveness. Thus, the study accepted the alternative hypothesis. It can be concluded that all the alternative hypotheses of the study are accepted except second, based on the linear regression analysis. Thus, H1, H3, H4 and H5 are accepted and H2 is rejected.

This study has been restricted to public sector organizations. This study will act as knowledge backgrounder to the future researchers in this concerned field. They will acknowledge some vital information from this study.

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