

# Human Resources Development (HRD) Practices in the Selected Organizations of Indian Public & Private Sector: A Comparative Study

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## ABSTRACT

Although development of human beings is in existence in some form or other form since the beginning of civilization. A planned and systematic approach to HRD in the corporate sector emerged in the latter half of the 20<sup>th</sup> century. People are the real asset of an organization. If treated well, they can take organizations to commanding heights.

Organizations are generally, driven by a predetermined goals. They employ physical, financial and human resources to achieve the goals. These goals have no meaning unless people understand the underlying philosophy, translate them into concrete action plans and put their heart while realizing the targets. Organization thus depends on the people for their survival and growth. In a similar way people need organizations. The current research study focus on the present scenario of the HRD practices of public and private sector organization in India. Due importance has been given to such HRD practices which prove the best and creates broader scalability in human life.

The scope of the study is limited to the organizations under study namely Bharat Heavy Electricals Limited, Bhopal (Public Sector Organization) & Lupin Pharmaceuticals, Mandideep, Bhopal (Private Sector Organization). It is a cross sector study. The study focuses on HRD interventions namely Performance Appraisal, Career Development, Potential Appraisal & Training & Development.

**Keywords:** performance appraisal, career development, potential appraisal, training & development

## I. INTRODUCTION TO HRD

Human Resource' is 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. The concept of human resource development is has been gaining prominence and focus in management during the last two decades.

In organizational context HRD process involves certain mechanisms and techniques such as performance and potential appraisal, career and succession planning, training and development, counseling, mentoring etc to facilitate the development of human resources. Human resource development is a positive concept in human resource management. It is based on the belief that an investment in human being is necessary and will invariably bring in substantial benefits to the organization in the long run.

Implementing HRD in any organization ensure the certain benefits these are: HRD helps in identifying organizational goals through better understanding of employees, fosters commitment through the communication of values, facilitates dyadic relationship, It facilitates job enrichment through proper training and acquisition of new skills, It increases the awareness of the importance of change management and consequent adaptability of employees, It provides higher quality of work life through opportunities of a meaningful; career, job satisfaction and professional development, It focuses on need contentment through recognition and achievement.

Hence, implementation of Human Resource Development (HRD) is essential and advantageous for the organization. It improves the performance of employees through proper training and develops openness, trust, collaboration among the employees to identify the organizational needs and shows the path to move on for achieving the same.

## II. REVIEW OF LITERATURE

A successful Human Resources Development program will prepare the individual to undertake a higher level of work, "organized learning over a given period of time, to provide the possibility of performance change" Nadler (1984). Human Resources Development is not a defined object, but a series of organized processes, "with a specific learning

objective" Nadler (1984). HR interventions have a significant positive effect on productivity / organization's performance Guzzo, Jettle and Katzell (1985) and Schuster (1986). Organizations are realizing that the success of their long range planning and strategic approaches rests on corresponding analysis and planning by human resources (Buller, 1988). Training is provided on-the-job, which means that the training can be provided by competent employees, superiors, customers or communications officers. The benefit is that training is targeted Finally, as Mabey and Iles (1993). The Human Resources Development framework views employees, as an asset to the enterprise whose value will be enhanced by development, "Its primary focus is on growth and employee development it emphasizes on developing individual potential and skills" Elwood, Olton and Trott (1996). Human Resources Development can be defined simply as developing the most important section of any business its human resource by, "attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise" Kelly (2001). Creating on-going learning as well as training in work place has a highly significant impact on job satisfaction and organizational performance Bradely, Petrescu and Simmons (2004). "HRD oriented institutional climate across the selected eighty eight academic institutions of higher education sector" was found as 'moderately favorable' Jain and Chatterjee (2006). Private sector organisations do not provide job security and would lay off their employees in cases of poor performance or adverse market conditions (Jha, Gupta & Yadav, 2008; Singh & Kohli, 2006; Thakur, 2007). Ruwan (2007) empirically evaluated six HR practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Executive Turnover. Private organisations are more successful vis-à-vis public sector organisations in terms of implementing human resource management practices, customer focus, and top management commitment (Selvaraj, 2009). Abang, Maychiun and Maw (2009) found that two components of human resource practices namely training and information technology have direct impact on organizational performance. Altarawmneh and al-Kilani (2010) examine the impact of HRD practices on employees' turnover intentions. The results showed that HRD practices had a significant effect on employees' turnover intentions. However, no statistical evidence was found regarding the effects of other HR practices on employees' turnover intentions. Deepti Bhargava, 2010 concluded in her research that Human resources play an integral role in achieving an innovative and high-quality product/service. KC Chakraborty, 2012 "HR Management in Organisations- Need for a new perspective" concluded that Human Resource Management is important for organisations because 'Management of risks' and 'Management of people' are two key challenges facing organisations. He has focused more on the emerging needs of HRD in public sector in today's world.

#### **Bharat Heavy Electricals Limited, Bhopal (Public Sector Organization)**

Bharat Heavy Electricals Limited (BHEL) is one of India's nine largest public sector undertakings or PSUs, known as the Navratnas or the nine jewels. It is one of the oldest and largest state-owned engineering and manufacturing enterprise in India in the energy-related and infrastructure sector which includes Power, Railways, Transmission and Distribution, Oil and Gas sectors and many more. It is the 12th largest power equipment manufacturer in the world. BHEL was established more than 50 years ago, ushering in the indigenous Heavy Electrical Equipment industry in India. Bhopal plant of BHEL is equipped with the most modern manufacturing processing and testing facilities for the manufacture of power, special transformer and instrument transformers, Diesel shunting locomotives and AC / DC locomotives.

#### **Lupin Pharmaceuticals, Mandideep, Bhopal (Private Sector Organization)**

Lupin Pharmaceuticals, Inc. is the U.S. wholly owned subsidiary of Lupin Limited, which is among the top five pharmaceutical companies in India. Through our sales and marketing headquarters in Baltimore, MD, Lupin Pharmaceuticals, Inc. is dedicated to delivering high-quality, branded and generic medications trusted by healthcare professionals and patients across geographies.

Lupin Limited, headquartered in Mumbai, India, is strongly research focused. It has a program for developing New Chemical Entities. The company has a state-of-the-art R&D center in Pune and is a leading global player in Anti-TB, Cephalosporin (anti-infective) and Cardiovascular drugs (ACE-inhibitors and cholesterol reducing agents) and has a notable presence in the areas of diabetes, anti-inflammatory and respiratory therapy. Lupin Pharmaceuticals, Inc. is committed to achieving its vision and mission of becoming an innovation led transnational pharmaceutical company.

### **III. RESEARCH METHODOLOGY**

#### **Objectives of the study**

- To examine the awareness level and the extent of usage of modern performance appraisal systems and potential appraisal systems.
- To determine the extent to which Career Development is being executed in private sector.
- To investigated the effectiveness of Training Programs being organized for top and middle level managers.
- To prove the importance of HRD interventions in developing employee competencies and increasing organizational effectiveness.
- To compare the HRD interventions in selected organizations and draw meaningful conclusions.

#### IV. SIGNIFICANCE OF THE STUDY

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 practices 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.

#### V. DATA COLLECTION

The present study has adopted descriptive research design based on survey method. The necessary data for the research study have been collected from both primary and secondary sources. The primary data have been collected separately from Bharat Heavy Electricals Limited (BHEL) Bhopal, Public Sector Organization & Lupin Pharmaceuticals, Mandideep, Bhopal Private Sector Organization. Respondents have been approached with a well structured questionnaire to collect the data. The secondary data and information have been collected from the reports, journals, magazines, newspaper, periodicals, and websites.

#### VI. MEASUREMENT INSTRUMENT

A pilot survey was conducted covering 40 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. Few adjustments and amendments were made based on feedback from the pilot study. The detailed list of constructs is presented in the following table. 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.

**Table: Constructs of Questionnaire**

S. No.	Construct
1	Demographical Factors
2	Economic Sector
3	Formal Performance Management
4	Techniques of Performance Appraisal
5	Determinants of Performance Appraisal
6	Comparison of performances
7	Distraction
8	Career Developing Planning
9	Coaching, Counseling, Monitoring, Training, and Mentoring
10	Self-assessment
11	Enhance the Degree of Performance
12	Future opportunities
13	Hidden Talent and Skills
14	Strengths/weakness
15	Learn and grow
16	Motivation
17	Employee-Employer relationship
18	Quality and Quantity
19	Accountable and Authoritative
20	Leadership Skills
21	Training
22	Potential Appraisal
23	Career Development

**Sample Size and Design:** The sample of study has been taken from the Staff, Officers, Managers and Employees of organizations under study for the purpose to know the views regarding HRD Practices. 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 Managers / 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. Overall 936 respondents filled up the questionnaire 42 were discarded due to incomplete information. The usable sample is 894.

**Table:** The details of sample size

Sector	Name of Companies	No. of Respondents
Public Sector	BHEL	442
Private Sector	LUPIN	452

## VII. 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 and **Regression analysis &** the linear regression have been 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.

### Hypotheses

Ha1	Modern method of performance Appraisal is widely used in private sector companies.
Ho1	Modern methods of performance Appraisal are not widely used in private sector companies.
Ha2	Career Development is one of the commonly implemented HRD intervention.
Ho2	Career Development is not one of the commonly implemented HRD intervention.
Ha3	Training programs help in increasing the productivity of top and middle level managers.
Ho3	Training programs do not help in increasing the productivity of top and middle level managers.
Ha4	Potential Appraisal systems help in increasing motivation in employees.
Ho4	Potential Appraisal systems do 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.

## VIII. DATA ANALYSIS AND INTERPRETATION

### Analysis of Respondents’ Profile on Demographical Factors in Public Sector Companies

The enclosed complete checklist (set) of questions was served to the 894 respondents of the organizations under the study i.e. in BHEL, & Lupin Ltd. Respondents included various groups of respondents as mentioned below:

**Table:** Breakup of sample size of respondents' on demographical factors working in Public sector companies

Demographic Characteristics	Data	Frequency	Percentage
Gender	Male	626	70.02%
	Female	268	29.98%
Age (In Years)	Below- 25 Years	98	10.96%
	26 – 30 Yrs.	196	21.92%
	31 – 40 Yrs.	314	35.12%
	41 – 50 Yrs.	216	24.16%
	51 Yrs. & Above	70	7.83%
Education	ITI Holder	166	18.57%
	Diploma Holder	362	40.49%
	Graduate	218	24.38%
	Post Graduate	148	16.55%
Designation	Top Level	84	9.40%
	Middle Level	476	53.24%
	Lower Level	334	37.36%
Annual Income (Rs.)	Less than 2 Lacs	36	4.03%
	2.01 - 4 Lacs	238	26.62%
	4.01 - 6 Lacs	232	25.95%
	6.01 - 8 Lacs	290	32.44%
	More than 8 Lacs	98	10.96%
Work Experience	1 Year & Below	56	6.26%
	2 – 4 Years	94	10.51%
	5 – 7 Years	236	26.40%
	8 – 10 Years	296	33.11%
	11 Years & Above	212	23.71%

**Comparison of HRD Practices Understudy of Public & Private Sector organizations**

**Table:** Comparative analysis of the 'HR practices' in public and private sector organizations

Organization Practices	BHEL	Lupin
Performance Appraisal	<p>The appraisal system of corporate cadre executive focuses on future performance and the objective is to improve performance by self directed action (such as providing opportunities, challenges, skill &amp; knowledge etc.). The superior role is being conceived as facilitator and counselor and the appraisee is encouraged to be more involved and committed in achieving the objectives. In BHEL, Department Promotion Committee is formed for performance appraisal. Performance appraisal is carried out annually.</p> <p><i>Confidential Report, Grading Methods, Checklist Methods &amp; MBO Methods are being used in BHEL to rate the performance of employees.</i></p>	<p>In Lupin Laboratories Ltd., one of the leading pharmaceutical companies of India, the performance appraisal of employees is done according to the post they hold. The special feature of performance appraisal is self- appraisal prior to appraisal by superiors. <i>MBO, Behaviorally Anchored Rating Scales, Assessment Centre &amp; 360<sup>0</sup> Appraisal Methods are being used in Lupin.</i> Periodicity of Performance Appraisal for different cadre of employees is different as mentioned below:</p> <p>For Manager performance appraisal is carried out annually in general in the month of January.</p> <p>For Executives/ Officers Performance appraisal is carried out annually and half yearly.</p> <p>For Staff Performance appraisal is carried out half yearly.</p> <p>Methods of Performance Appraisal are being used in Lupin as under:</p> <p>For Managers the methods used for appraising their performance are self- appraisal methods and free essay method.</p>

		<p>For Executives/ Officers self- appraisal method, free essay method and ranking methods are used to assess their performance.</p> <p>For Staff self-appraisal method, checklist method and free essay method are used to assess the performance of the staff.</p>
Career Development	<p><i>Career Counselling sessions</i> are conducted based on needs. During the session, individuals are told about the career opportunities available in the organization. Potential employees are identified in their career in placed in an accelerated development programme.</p>	<p>Lupin has a separate Career Advancement Department looks after career planning. Main Activities of Career Planning are as under.</p> <ul style="list-style-type: none"> <li>➤ Preparing inventory of employees</li> <li>➤ Building career paths for employees, considering performance, to identify employees for promotion.</li> <li>➤ Formulating training plans and development programmes</li> <li>➤ Reviewing career development plan in action</li> </ul> <p>The entire process of career planning is reviewed half yearly by the top management with the help of external experts. Career Development programmes are also conducted frequently for employees. Career Counselling sessions are conducted periodically.</p> <p><i>Succession planning</i> is carried out in this organization for higher level executives. A succession plan is prepared which involves identification of vacancies that are likely to occur in the higher level. Vacancies at the top are filled either through internal sources as per the succession plan or through external sources in case of non- availability of suitable internal successors.</p>
Potential Appraisal	<p>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 organization is the main focus in BHEL.</p> <p>Exposure to cross functional areas help create future ready work force to face of today's challenging environment.</p>	<p>Job Roles &amp; functions are defined clearly and certain mechanisms of judging the qualities of employees such as Rating by superiors, Psychological tests, Simulation games are widely used for potential appraisal in Lupin.</p> <p><i>On-the-job learning, rotations, assignments, formation of task forces are some range of tools to develop the employees' potential.</i></p>
Training & Development	<p>Training needs identified on regular basis in BHEL. More focus on the job training is given including demonstration &amp; job rotation.</p> <p>Training programmes are conducted more frequently for blue collared employees &amp; supervisors. For front line, middle &amp; top managerial staff, management development programmes are conducted lesser in numbers.</p>	<p>In Lupin, training needs are assessed regularly. Lupin has a well developed training centre. On the job &amp; off the job training are conducted frequently with focusing on evaluation of the management training. <i>Management Development Programme namely sensitivity training, case study &amp; planned progression are conducted.</i></p>

**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 private sector organization.
H <sub>0</sub> 1	Modern methods of performance appraisal are not widely used in private sector organization.

**Table 1** presents the regression estimation for modern method of performance appraisal is widely used in private sector organization. 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 1, the statement is statistically significant because calculated value of t is greater than the table value ( $t\text{-value} = 5.021$ ,  $p < 0.01$ ). **Thus, we reject the null hypothesis and accept the alternative one i.e. Modern methods of performance appraisal is widely used in private sector organization.** 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 1:** Regression estimation for modern methods of performance appraisal are widely used in private sector Organization

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
<b>Constant</b>		<b>5.021*</b>	<b>.000</b>
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	More attention is paid to the career development in the private sector organization as compared to that of in the public sector.
H <sub>0</sub> 2	More attention is not paid to the career development in the private sector organization as compared to that of in the public sector.

**Table 2:** 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 practices as a dependent variable from the survey questionnaire. As seen in the table 2, the statement is statistically not significant because calculated value of t is less than the table value ( $t\text{-value} = 0.38$ ,  $p > 0.01$ ). **Thus, we reject the alternative hypothesis and accept the null one i.e.** More attention is not paid to the career development in the private sector organization as compared to that of in the public sector.

**Table 2:** Regression estimation for More attention is not paid to the career development in the private sector organization as compared to that of in the public sector

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
<b>Constant</b>		<b>0.38**</b>	<b>.14</b>
Organisational 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 & Management development programmes assist in increasing the productivity of top and middle level managers.
- H03 Training programmes & Management development programmes do not assist in increasing the productivity of top and middle level managers.

**Table 3:** presents the regression estimation for training programs 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 programs increase the productivity as a dependent variable from the survey questionnaire. As seen in the table 3, 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 & Management development programmes assist in increasing the productivity of top and middle level managers.

Among the independent variables, increase the productivity (.63) has a major impact and followed by team work and leadership skills (.27).

**Table 3:** Regression estimation for Training programmes & Management development programmes assist in increasing the productivity of top and middle level managers

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.
H04	Potential appraisal system does not help in increasing motivation in employees.

**Table 4** 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 increases the motivation as a dependent variable from the survey questionnaire. As seen in the table 4, 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 4:** Regression estimation for potential appraisal system helps in increasing motivation in employees

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 <sub>0</sub> 5	Implementation of HRD interventions does not lead to increase in organizational effectiveness.

**Table 5** 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 5, the statement is statistically significant because calculated value of t is greater than the table value (t-value = 3.016, p < 0.01). **Thus, 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 5:** Regression estimation for Implementation of HRD interventions leads to increase in organizational effectiveness

Independent Variables	Standardized Coefficients (Beta)	t-value	Sig.
Constant		<b>3.016*</b>	<b>.000</b>
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 6.

**Table 6:** Consolidated report of testing of hypotheses

Hypotheses (H)	t-value	p-value	Results
Ha1 Modern method of performance Appraisal is widely used in private sector companies.	5.021*	.000	<b>Accepted</b>
Ha2 Career Development is one of the commonly implemented HRD intervention.	0.38**	.14	<b>Rejected</b>
Ha3 Training programs help in increasing the productivity of top and middle level managers.	3.216*	.000	<b>Accepted</b>
Ha4 Potential Appraisal systems help in increasing motivation in employees.	25.484*	.000	<b>Accepted</b>
Ha5 Implementation of HRD interventions leads to increase in organizational effectiveness.	3.016*	.000	<b>Accepted</b>

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

**IX. MAJOR FINDINGS OF THE STUDY**

- In BHEL, conventional methods of the performance appraisal are used greatly whereas in Lupin modern methods are used namely MBO, Behaviorally Anchored Rating Scales, Assessment Centre & 360<sup>0</sup> Appraisal Methods.
- Performance appraisal system of Lupin laboratories Ltd is found better & more systematic.
- Due importance is attached to the self appraisal in the Performance appraisal system in Lupin.
- The Lupin has different periodicity of performance appraisal for different cadre of employees.
- Different methods are used to assess the performance of different cadre of employees.
- In BHEL, Career Counselling Sessions are conducted for employees wherein details regarding career opportunities & career anchors are told to the employees.
- In Lupin, career planning is reviewed half yearly & succession planning is also carried out for higher level employees.
- In BHEL, the management motivates the employees to augment their potential in general whereas in Lupin, specific mechanisms viz. Psychological tests, Simulation games are used to assess the potential & to develop the employees' potential, certain tools namely On-the-job learning, rotations, assignments, formation of task forces are used.
- In both the organizations, training needs are identified regularly. In BHEL, training programmes are conducted for workers & staff at a large. There is much scope for management development programmes in BHEL. In Lupin, on

the job training & off the job training are imparted to the staff & management development programmes are conducted for managerial staff greatly.

## X. SUGGESTIONS & CONCLUSION

Public sector organization should have more focus on performance appraisal system. Public sector should adopt modern method of P. A. to assess the performance of employees more accurately. Self appraisal should be there so that an employee may make himself/ herself to understand where he/she stands. Self appraisal also helps appraisal to understand what an individual thinks about his/ her performance so that appraisers can easily suggest the corrective measures to improve the performance. Periodicity of performance appraisers should be enhanced in public sector.

Employees shall be told in clear terms about the goals of their jobs. Emphasis shall be laid on finding out the potential in each employee. There shall be no scope for prejudice on the part of superiors. Personal opinions shall not be brought in at the time of performance appraisal.

Career plans should be updated/ modified from time to time by conducting career plans survey covering all levels of employees. New areas of learning should be explored by the organization for the growth of employees. Succession planning should be taken seriously by the organizations but it is noticeable have that complete dependence on internal sources may however cause stagnation in the career prospects of present employees which may in turn lead to frustration.

Training evaluation system should be properly implemented in the organizations comprising Concurrent Evaluation, Mid-Course Evaluation & Final Terminal Evaluation. In public sector organization, more variety of modern training & management development programmes should be enhanced.

It is concluded that with appropriate HRD interventions, people become more committed towards their job, people are assessed on the basis of their performance. HRD makes people more competent. It develops new skills, knowledge and attitudes of the people in the organization concerned, a congenial and a cohesive environment could be developed with the effective implementation of HRD practices. Employees found themselves more capable of handling competition, proper HRD policies promote openness in the attitudes of the employees working in the organization. Human resource development practices ensure developing a sense of belongingness among the employees and increases the participation rate among them.

**As a whole, HRD practices contribute to the overall growth of the employees and the organizations.**

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