HRD Practices in Indian Organizations and Their Impact on 'Productivity' of Human Resources : An Empirical Study

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In the wake of globalization, liberalization and privatization on economic front, organizations are expected to make objective assessment of existing status of their HRD system and processes in order to evolve need based pragmatic HRD Agenda for the future. In this context the present study gives a concrete base and direction as it provides the empirical evidence as regards to current status of HRD Sub-systems & facilitators in relation to HR productivity with reference to Indian Private Sector and Public Sector Organizations. Almost all the selected sub-systems of HRD (except Employee Communication and Employees' Empowerment) have been found to be moderately effective. Concerns of the various stakeholders for HRD cause and practices of selected management styles have also been found at moderate level to facilitate HRD process. HR Productivity has also been found to be confined only to moderate level. The selected HRD sub-systems, concerns of various stakeholders for HRD cause and the selected management styles have been found to have significant impact on HR effectiveness. Such findings of the study indicate that in order to improve the level of HR effectiveness, there exists a dire need of continuous improvement in design and implementation of HRD sub-systems (particularly Employee Communication and Employee Empowerment), also in level of concerns of various stakeholders, as well as in practice of the management styles. Research on earlier researches and case studies need to be taken up as it will give right direction in order to formulate action strategies for the future.

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Introduction :-

The increasing global level competition forced Indian organizations too to give top priority to the issues of human resource development (HRD). Currently, HRD system, processes and practices make significant difference for all those who emerge as winners and who maintain their position for a long time in the global market. All the relevant processes of change can be implemented successfully, if the human resource effectiveness is ensured through the HRD system and processes and if the management practices an appropriate style for managing the same. It is the need of the hour that all the individuals, groups and teams of an organization have to give their best and to get the best from one another if the organizations intend to have competitive edge over their rivals. Organizations, therefore, need to configure their HRD strategies keeping them well aligned with the overall corporate strategies. An integrated HRD system makes significant and visible contribution to the organization's performance. However, there is dearth of empirical evidences regarding what & what affect HRD practices. The present study is an attempt to fill up this gap.

HRD is a sub-system of HRM; it is a process of competence and commitment (motivation) development of human resources of all cadres / levels in organization; and for the purpose, HRD functionaries must develop various sub-systems and appropriate climate to facilitate the competence and commitment development of human

resources. Further, management must facilitate the effective implementation of HRD policies and strategies and must ensure the effective functioning of various sub-systems at pragmatic level. In the process of HRD, competence and commitment development of human resources must be focused in relation to their existing jobs / roles as well as to their likely future jobs / roles with which they will be expected to engage themselves. Besides these, in the process of HRD, mutual relationships and team spirit & team work among the people and groups in organization should be emphasized. Finally, in the process of HRD, designing / re-designing of various sub-systems and maintenance and ongoing improvement in organization's overall health & self-renewing capabilities should also be taken care of. In order to facilitate such a process of HRD, various sub-systems, viz., Employees' Training, Employees' Performance Appraisal, Performance Feedback & Councelling, Employees' Potential Appraisal & Development, Career Planning & Development, Succession Planning, Employees' Empowerment, Job Enrichment, Role Innovation, Quality of Work Life, Organizational Re-structuring, Organization Development (O.D.), Employee Communication, Human Resource Information System (HRIS) etc. need to be designed / re-designed ; the related policies / strategies need to be formulated / re-formulated ; and their effective functioning / effective implementation need to be ensured. For all these, not only the qualified, competent and committed HRD

professionals are required but such professionals need to develop and maintain high concern for HRD cause in the mind set not only of themselves, but also of line & staff managers, trade union leaders, team leaders & members, and individuals in organization. Appropriate management styles need to be practiced in order to ensure the effective implementations of HRD policies & strategies as well as to ensure effective functioning of HRD sub-systems. Ultimately, HRD policies & strategies and HRD sub-systems need to be well aligned & integrated with overall organization's system, policies and strategies and such a well aligned and integrated HRD system policies and strategies must make significant and measurable contribution to the overall organization's performance / effectiveness.

Review of Earlier Research

There is a growing consensus among management professionals that HRD has a direct bearing on organizational performance. Effective HR practices results in higher organizational performance; Enhancement of effectiveness of HR practices is likely to result in an increase in the organization's productivity and also in the reduction of employees turnover (Singh, 2000). Ichniowski (1990) found a positive association between the firms' HRM practices and organizational productivity. Guzzo, Jettle and Katzell (1985) and Schuster (1986) also found that HR interventions have a significant positive effect on productivity / firm's performance. 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). Better strategic HRD practices contribute for harmonious industrial relations scenario, increased trainability, and low need for employment externalization and downsizing of manpower (Kandulla, 2001). 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. Perceived extent of introduction of innovative HR practices was found as the most significant predictor of organizational commitment (Agrawal, 2003). All the organizational climate dimensions (which include HRD climate dimensions as a part) were found positively correlated with job satisfaction (Kumar Sravan and Ravichander, 1998). All the dimensions of organizational climate dimensions were found to have positive correlation with organizational commitment (Reddy et al., 2000). 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). In a perception based study of HR heads of eighty four Indian Organizations, Singh (2000) found high variation in the use of HR practices across different organizations. In their study of forty four large companies of various sectors, Wognum, Lam and Jo (2000) found that involvement of various stakeholders in the strategic HRD process has a positive effect on perceived HRD effectiveness. The findings of a recent study carried out by Singh et al. (2008) showed that the best HR practices have a positive relationship with organizational performance; motivational HR policies have a positive impact on generic performance; if HR 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 an another recent study conducted by Purang (2008), it was found that there exists a positive relationship between the dimensions of HRD climate and the organizational commitment of the managers; the results of the study showed that four dimensions of HRD climate, 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 (see Note 1 in the Appendix) of linkage between HRD Instruments, Process, Outcomes and Organizational

Effectiveness" has suggested that all the sub-systems / process mechanisms (e.g. Employees' Training, Employees' Performance Appraisal, Employees' Career Planning etc.) should have inter-linkage with one another as well as they should be well linked with organization's plans and strategies. Further, Kandulla (2001) developed "Strategic HRD Framework" (see Note 2 in the Appendix) which may be perceived as a modified / enlarged version of the RAO's Schematic presentation. In their study of fifty five Japanese Multinational Corporation Subsidiaries operating in the USA and Russia, Park et al. (2003) found the varying impact of synergistic systems of HR practices and their generalizatbility in different national contexts. Paul and Ananthraman (2003) found that each and every HRD practice has an indirect influence (not having direct casual connection) on the operational and financial performance of the organization; further, HRD subsystems based practices 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. Findings obtained from Huang's (2000) study of 315 firms in Taiwan demonstrate that organizational performance is significantly related to training and development, performance appraisal and other HR functions. In a study of eighty nine selected Indian institutes of higher education, Jain, Chatterjee and Jain (2007) found the motivational climate of such institutions to be "strong in the dependency motive"

and as such it was perceived as less favourable (Jain, Chatterjee and Jain, 2007).

In an indepth study of performance appraisal systems (PAS) of eight manufacturing organizations of India, Jain and Kamble (2005) revealed that HRM / HRD department does follow up work on training needs as identified through PAS. In a study of training climate in selected eight computer training institutes Jain and Agrawal (2007) found the training climate as 'highly satisfied' in the four facets (see Note 3) and 'moderately satisfied' in the two facets (see Note 3 in the Appendix) of the participants' reaction. In the study of Jain and Chatterjee (2006), "HRD oriented institutional climate across the selected eighty eight academic institutions of higher education sector" was found as 'moderately favourable' and communication as regards to the selected seven dimensions (see Note 4 in the Appendix) was also found as 'moderately favourable'. 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. Manikutty (2005) found that for the purpose of desired development of managers, training programmes are far from sufficient. Jain and Sayeed (2003) found that open door approach, employees' preference for face to face conversation, facilitating employee communication through trade unions, mutual relationship and

creditability, and a variety of organizational facilities & supportive systems were found as facilitators of upward communication ; protective screening, superiors' attitude of paying perfunctory attention to communication initiated by the subordinates and instrumentality view of communication were found as major barriers to upward communication of the employees. The findings of a recent study carried out by Singh et al. (2008) showed that employees' empowerment is a crucial factor that helps in improving generic performance, financial performance and overall performance. In case studies of three Indian organizations conducted by Kandula (2001), it has been found that there is no specific effort either contemplated or made to enrich the jobs of the employees. Employees' empowerment is associated with higher trust in management, which ultimately influences job satisfaction, and organizational commitment (Laschinger et al., 2001). Top management, HRD functionaries, line managers, supervisors, individual employees and trade unions of an organization all are both beneficiaries and facilitators of HRD practices. Both concern for the self and concern for others influence the success of HRD endeavours in an organization. In a study conducted by Kandula (2001), all these facilitators were found to be significantly correlated with each other; and these facilitators and strategic HRD practice variables were found to be in the state of playing mutually complimentary roles. These findings indicate that high concerns of various

levels of managers, HRD functionaries and employee unions will give greater positive impact on organization's strategic HRD practices. Top and Senior managers should have high concern for the cause of HRD. They should facilitate HRD process by planning for it, by allocating resources (including budget provisions) for the purpose, and by exemplifying on HRD philosophy that values human beings and promotes their development (Rao, 1986). The results of a field study of seventy three high technology firms (carried out by Collins and Clark, 2003), it was found that the relationship between HR practices and firm's performance (Sales growth and stock growth) was mediated through the social network of their top & senior managers. Strategic HRD facilitators (viz., concern of Top & Senior executives, concern of HRD functionaries, concern of Line & Staff Managers, concern of trade unions and their leaders, concern of individual employees for HRD cause) contribute to highly effective strategic HRD practices (Kandula, 2001). In a number of research studies, employees unions have been found to be mostly engaged with issues of compensation, working conditions, welfare and they remained passive to higher order initiatives such as job enrichment, employee empowerment etc. In three case studies conducted by Kandula (2001), it has been found that the relevant employee unions did not have major apprehensions which might constrained the implementation of strategic HRD practices.

HRD strategy integrated with overall corporate strategies is vital for overall organizational effectiveness. Such strategic integration refers to the extent to which HRD system, processes, and practices impact on strategic decision making and vice-versa. However, management practices based on appropriate management styles significantly and positively influence the organizational effectiveness. The four management styles, viz., participative, altruistic, organic and professional, are the most desirable among the various management styles as these were found to have positive correlation with the largest number of indicators of organizational effectiveness (Khandwalla, 1995). In view of such observations, such four management styles have been assumed as facilitators of HRD processes and hence their impact on outcomes of HRD processes has also been assessed in the present study.

The review of relevant literature and earlier researches in the forgoing paragraphs indicate that HRD practices have been well researched (since the eighties) in various countries. The role of HRD professionals changed from a traditional emphasis on delivery and organizing training to a new focus on facilitating self directed individuals and team learning; empirical evidence of this change in roles, however, are not enough to make broad generalization. Tjepkema et al. (2002) pointed to a gap between normative theories and actual practices. As structures and cultures change, so do HRD practices and roles. Instead of trainers, HRD practitioners have now become consultants, who also have to manage the link between their activities and company strategy,

although, HRD practitioners use many strategies to realize their envisioned role (Tjepkema et al. 2002). They also remarked that the HRD literature is somewhat normative and rhetorical in exhorting line managers to take responsibility for human resource development. The reality is that this is the exception rather than the norm. The question that arises is to what extent strategic HRD practices are in line with the theoretical ideas espoused in much of the HRD literature base. The gap between theory and practice in this area still seems considerable and therefore, worth further investigation in the context of various cultures. This means there is a need for descriptive, explanatory and empirical studies into actual HRD practices (Hytonen, 2002). The present study, therefore, is a justified attempt to fill the research gaps.

Research Methodology

The Study : The present study is exploratory in nature and which was undertaken to study the HRD practices (HRDPs) in Indian organizations as well as to measure the impact of various management styles and concerns of various stakeholders on such HRDPs. The specific objectives of the present study were : (1) to study the HRD Practices (HRDPs) in Indian organizations (based on the cross-section perceptual analysis); (2) to study the concerns of various stakeholders (viz., Top management, line managers/ supervisors, individual employees and employee unions) for the cause of HRD and to measure their impact on HRD practices (based on cross-section

perceptual analysis); (3) to study the common management styles that are generally practiced in Indian organizations and to measure their impact on HRD practices (based on cross-section perceptual analysis); (4) to study the effectiveness of human resources in terms of their 'Productivity' in Indian organizations ; and (5) to measure the impact of HRD practices on the 'Productivity' of human resources in Indian organizations (based on cross-section perceptual analysis)

Sampling Design : The Primary Data were collected through the administering of the relevant questionnaires to the three hundred executives belonging to both public sector and private sector organizations as well as both manufacturing organizations and service providing organizations, the details of which are given in Table 1.1. Three hundred respondent executives belong to various strata of sex, age-group, qualification levels, and group of varying length of work experience.

Both male managers (87%) and female managers (13%) have been included in the sample. 63% respondents were in age range of 35-50 years whereas 28% and 9% were in the range of 25-35 years and above 50 years respectively. 78% respondents were graduates or post graduates whereas 22% were non-graduates. Percentage of managers having more than 10 years work experience included in the sample was 51, and remaining 49% respondents were having less than 10 years work experience. Thus, the sampling for the study appeared as representative one.

Table 1 : Coverage of the Executives in the Sample Survey

Type of Organization	No. of Executives in the Sample		Total No. of Executives in the Sample
	Manufacturing Organizations	Service Providing Organizations	
Private Sector Organizations	80	50	130 (43.3%)
Public Sector Organizations	106	64	170 (56.7%)
Total	186 (62.0%)	114 (38.0%)	300

Note: Figures in Parentheses are percentages of the executives in respective categories to the total no. of executives in the sample.

Measures Used for the Study : The following four measures developed by earlier researchers (including one measure developed by the investigators of the present study) were used to obtain empirical assessment of the variables studied: (1) HRD Practices Scale (HRDP Scale), Developed by Srinivas R. Kandula (2001) (Five Point Likert Type Scale); (2) HRD Facilitators Scale (HRDF), Developed by Srinivas R Kandulla (2001) (Five Point Likert Type Scale); (3) Management Styles Questionnaire (MSQ), Developed by Pradeep N. Khandwalla (1995) (Four Point Likert Type Scale); (4) Human Resource Effectiveness Scale (HRES), Developed by the investigators of the present study (Premkumar, 2007) (Five Point Likert Type Scale).

A pilot study was conducted with a sample of sixty managers of various public and private sector organizations including both manufacturing and service providing organizations. The HRD Practices Instrument Yielded an overall high reliability co-efficient [Cronbach Alpha (α) = 0.83] indicating high reliability of the measure. The HRD Facilitators Instrument yielded an approx. 0.59 as reliability co-efficient [Cronbach Alpha (α)] which indicates towards reasonable reliability of the instrument. The MSQ yielded an overall very high reliability coefficient [Cronbach Alpha (α) = 0.97] indicating very high reliability of the measure. HRES scale has yielded approx 0.65 as reliability coefficient [Cronbach Alpha (α)] which indicates towards the reasonable reliability of the construct.

Tools Used for Data Analysis : Data analysis was carried out using statistical software SPSS. The various statistical tools used for the analysis of data include arithmetic mean, standard deviation, t-test, multiple regression analysis and correlation analysis.

A number of variables have been taken into account for the present study which include functioning of HRD department, concern of Top & Senior Executive for the cause of HRD, Capabilities and Concern of HRD Managers, Employee Communication, Employees' Training, Employees' Performance Appraisal, Job Enrichment, Career Planning, Employees' Empowerment, Concerns of

Line Managers / Supervisors, Concerns of Individual Employees, Concern of Employees' Unions, Participative Management Style, Altruistic Management Style, Organic Management Style, Professional Management Style, HR Productivity.

Data Analysis and Findings

On analyzing the data given in tables 2–14, the following findings have been emerged.

I   Findings Pertaining to HRD Systems and Practices

HRD practices with reference to Functioning of HRD Department, Employees' Training, Performance Appraisal of the Employees, Job Enrichment and Career Planning were found to be moderately effective in both public sector and private sector organizations as well

as in both manufacturing and service providing organizations. (Refer Tables 2 and 3).

HRD practices with reference to Employee Communication and Employees' Empowerment were found to be less effective in public sector and private sector organizations as well as in manufacturing and service providing organizations that too without any significant variation (at 0.05 level of significance) (Refer Tables 2 and 3).

HRD practices with reference to all the selected sub-systems were found to be moderately or less effective without any significant variation (at 0.05 level of significance) between manufacturing and service providing organizations (Refer Table 3).

Table 2 : The Extent to which the HRD Sub – Systems are Effective

Various Sub-systems of HRD	Mean Values (N=300)	S.D.	Extent of HRD System Effectiveness*
Functioning of HRD Deptt.	3.09	1.01	Moderate Extent
Employee Training	3.00	0.69	Moderate Extent
Performance Appraisal of Employees	3.12	0.73	Moderate Extent
Job Enrichment	3.01	0.66	Moderate Extent
Career Planning	3.08	0.74	Moderate Extent
Employee Communication	2.79	0.82	Low Extent
Employees Empowerment	2.86	0.80	Low Extent

*Note : Presumably set standards for the Statistical Analysis :

HIGH EXTENT (HE) : For Mean Values 4 and above

MODERATE EXTENT (ME) : For Mean Values 3 and above but less than 4

LOW EXTENT (LE) : For Mean value less than 3

Table 3 : The Extent to which the HRD Sub-systems are Effective : Comparison Between Private & Public Sector Organizations as well as Between Mfg. and Service Sector Organizations

(t-test Results)

Various Sub-systems of HRD	Private Sector (N=130)		Public Sector (N=170)		t-value	Signi.	Manufacturing Sector (N=186)		Service Sector (N=114)		t-value	Signi.
	Mean Value	S.D.	Mean Value	S.D.			Mean Values	S.D.	Mean Values	S.D.		
Functioning of HRD Deptt.	3.12	1.00	3.05	1.00	.59	.55	3.10	.99	3.06	1.04	.35	.72
Employee Training	3.14	.68	2.95	.73	2.13	.03*	3.11	.71	3.05	.67	-.48	.62
Performance Appraisal of Employees	3.11	.68	3.19	.74	-.94	.34	3.15	.74	3.09	.74	.70	.48
Job Enrichment	3.15	.70	2.97	.62	2.15	.03*	3.03	.63	2.97	.72	.73	.46
Career Planning	3.23	.80	3.00	.64	2.55	.01*	3.13	.70	2.95	.80	1.95	.06
Employee Communication	2.91	.79	2.67	.82	2.40	.01*	2.96	.84	2.86	.80	-.92	.35
Employees' Empowerment	2.89	.74	2.82	.80	.68	.49	2.93	.78	2.73	.82	-1.09	.27

* Significant at 0.05 level of significance (Table value = 1.96)

Note : t-test values were obtained with the help of 'SPSS' computer software package; 't' distribution tends towards normal distribution for sample of large size.

HRD practices with reference to Functioning of HRD Department and Employees' Performance Appraisal, were found to be moderately effective without any significant variation (at 0.05 level of significance) between public sector and private sector organizations. (Refer Table 3).

HRD Practices with reference to Employees' Training, Career Planning and Job Enrichment were found to be moderately effective with significant variation (at 0.05 level of significance) between public sector and private sector organizations. (Refer Table 3).

HRD practices with reference to Employees' Empowerment was found to be less effective without significant variation (at 0.05 level of significance) across the

sectors. However, HRD practices with reference to Employee Communication was found to be less effective but with significant variation (at 0.05 level of significance) between public sector and private sector organizations (Refer Table 3).

All the selected HRD sub-systems were found to be positively correlated with one-another. The following HRD sub-systems were found to have high degree of positive correlation: (a) Employee Communication and Employee Empowerment; (b) Job Enrichment and Employee Empowerment. (Refer Table 6).

II   Findings Pertaining to Concerns of Various Stakeholders for HRD Cause (HRD Facilitators) and Their Impact on HRD System & Processes

Top and Senior executives, Line Managers & Supervisors and individual Employees all have moderate concerns for HRD cause that too without any significant variation (at 0.05 level of significance) between the public and private sector organizations as well as between the manufacturing and service providing organizations. (Refer Tables 4 and 5).

Employee Unions also have moderate concerns for HRD cause that too without any significant variation (at 0.05 level of significance) between the public and private sector organizations as well as between the manufacturing and service providing organizations. (Refer Tables 4 and 5).

Table 4 : The Extent to which the Various Dimensions of HRD Facilitators are Effective

Various Sub-systems of HRD	Mean Values (N=300)	S.D.	Extent of Effectiveness of HRD Facilitators
Concern of Top Management	3.62	.66	Moderate Extent
Concerns of Line Managers & Supervisors	3.68	.74	Moderate Extent
Concerns of Individual Employees	3.53	.94	Moderate Extent
Concerns of Employees Unions	3.25	.62	Moderate Extent

Note : Presumably set standards for the Statistical Analysis:

HIGH EXTENT (HE) :For Mean Values 4 and above

MODERATE EXTENT (ME):For Mean Values 3 and above but less than 4

LOW EXTENT (LE): For Mean value less than 3

Table 5 : The Extent to which the HRD Facilitators are Effective : Comparison Between Private and Public Sector Organizations as well as Between Mfg. and Service Sector Organizations

(t-test Results)

HRD Facilitators	Private Sector (N=130)		Public Sector (N=170)		t-value	Signi.	Manufacturing Sector (N=186)		Service Sector (N=114)		t-value	Signi.
	Mean Value	S.D.	Mean Value	S.D.			Mean Values	S.D.	Mean Values	S.D.		
Concern of management	3.72	.62	3.55	.67	2.15	.03*	3.64	.63	3.52	.71	.76	.44
Concerns of Individual Employees	3.67	.92	3.43	.93	2.10	.03*	3.66	.73	3.60	.74	-.47	.63
Concerns of Line Managers & Supervisors	3.81	.657	3.61	.77	2.31	.02*	3.54	.96	3.23	.90	.25	.79
Concerns of Employees Unions	3.32	.58	3.20	.63	1.55	.12	3.24	.61	3.11	.61	-.71	.47

* Significant at 0.05 level of significance (Table value = 1.96)

Note : t-test values were obtained with the help of 'SPSS' computer software package; 't' distribution tends towards normal distribution for sample of large size.

Concerns of each of top & senior executives, line managers and supervisors, individual employees and employee unions – all have been found as positively correlated with one another. The following have been found having a high degree of correlation with each other : (a) Between concerns of Top & Senior Executives and the concerns of Individual Employees; (b) Between concerns of Top & Senior Executives and the concerns of Employee Unions. (Refer Table 6).

The following have been found having a high degree of positive correlation with each other : (a) Between concerns of Individual Employees and Employees' Training; (b) Between concerns of Line Managers & Supervisors and Job Enrichment. (Refer Table 6).

Concern of each of top & senior executives, line managers and supervisors, individual employees and employee unions – all have been found to be positively correlated with each of the selected sub-systems of HRD (Employee Training etc.) (Refer Table 6).

Concern of each of top & senior executives, line managers and supervisors, individual employees and employee unions – all have been found to have significant impact on the functioning of the various HRD sub-systems (Refer Table 7).

Table 6 : Inter-correlations Amongst Various HRD Sub-systems as well as Amongst Various Dimensions of HRD Facilitators

Various HRD Sub-systems	Functioning of HRD Department	Employee Training	Performance Appraisal of Employees	Job Enrich-ment	Employee Communi-cation	Career Planning	Employee Empower-ment	Concerns of Top & Senior Management	Concerns of Employee Unions	Concerns of Individual Employees	Concerns of Line Mana-gers and Supervisors
Functioning of HRD Deptt.	1										
Employee Training	.704(**)	1									
Performance Appraisal of Employees	.683(*)	.996(**)	1								
Job Enrichment	.642(*)	.721(**)	.835(**)	1							
Employee Communication	.739(**))	.646(*)	.761(**)	.805(**)	1						
Career Planning	.528(*)	.709(**)	.741(**)	.842(**)	.879(**)	1					
Employees' Empowerment	.862(**)	.611(*)	.731(**)	.886(**)	.953(**)	.791(**)	1				
Concerns of Top & Senior Management	.710(**)	.927(**)	.605(**)	.824(**))	.883(**)	.733(**)	.753(**)	1			
Concerns of Employee Unions	.848(**)	.702(**)	.602(**)	.867(**)	.750(**)	.769(**)	.718(**)	.845(**)	1		
Concerns of Individual Employees	.665(*)	.805(**)	.820(**)	.709(*)	.747(**)	.832(**)	.934	.933(**)	.768(**)	1	
Concerns of Line Managers and Supervisors	.818(**)	.706(*)	.646(*)	.902(*)	.780(**)	.735(**)	.856(**)	.739(**)	.760(**)	.776(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7 : Multiple Regression Analysis Showing the Relationship between HRD Facilitators and Effectiveness of Human Resources

Model		Sum of Squares	df	Mean Square	F	Sig.
Relationship Between the Overall HR effectiveness and the HRDF Dimensions	Regression	3.459	4	.865	2.094	.032(a)
	Residual	121.788	295	.413		
	Total	125.247	299			

a Predictors: (Constant), Concern of Supervisor, Concern of Trade Union, Concern of Individual Worker, and Concern of Management

b Dependent Variable: Overall HR Effectiveness

III Findings Pertaining to Impact of Management Styles on the Effectiveness of HRD Systems & Practices

The selected four management styles (viz., participative, altruistic, organic and professional) were found to be practiced to moderate extent in both private sector and public sector organizations as well as in both manufacturing and service providing organizations. (Refer Tables 8 and 9).

The selected four management styles were found to have high positive correlation with one-another (Refer Table 10).

The selected four management styles (viz., participative, altruistic, organic and professional) were found to have positive correlation with all the HRD facilitators, (viz., Concern of Top & Senior Executives, Concern of Line Managers and Supervisors, Concern of Individual Employees and Concern of Employee Unions) (Refer Table 10).

All the selected HRD Sub-systems (Employee Training etc.) and the selected four management styles (viz., participative, altruistic, organic and professional) were found to be positively correlated. It was also found that the selected management styles have significant impact on productivity of human resources. (Refer Table 10).

The four management styles (viz., participative, altruistic, organic and professional) were found to have positive correlation with 'Productivity' of human resources. The selected four management styles were also found to have significant impact on 'productivity' of human resources. (Refer Tables 14 A and 14 B).

Table 8 : The Extent to which the Selected Four Management Styles Practiced in Indian Organizations

Management Styles	Mean values (N = 300)	The Extent of Practice
Participative	2.93	Moderate Extent
Altruistic	2.89	Moderate Extent
Professional	2.77	Moderate Extent
Organic	2.65	Moderate Extent

Note : Presumably set standards for the Statistical Analysis

High degree : For mean values 4 and above

Moderate Degree : For mean values 3 and above but less than 4.

Low Degree : For mean values less than 3.

Table 9 : The Extent to which the Management Styles were Perceived to be Practiced in Public and Private Sector Organizations as well as in Mfg. and Service Sector Organizations

(t-test Results)

Management Styles	Private Sector (N=130)		Public Sector (N=170)		t-value	Signi.	Manufacturing Sector (N=186)		Service Sector (N=114)		t-value	Signi.
	Mean Value	S.D.	Mean Value	S.D.			Mean Values	S.D.	Mean Values	S.D.		
Participative	2.84	.64	2.99	.68	-1.86	.06	3.00	.62	2.74	.73	3.25	.00*
Altruistic	2.89	.69	2.89	.67	.029	.97	2.93	.65	2.77	.75	1.96	.05
Professional	**2.74**	**.62**	**2.99**	**.68**	**-3.15**	**.00***	2.96	.62	2.73	.70	2.91	.00*
Organic	**2.55**	**.69**	**2.73**	**.69**	**-2.17**	**.03***	2.72	.66	2.47	.74	3.01	.00*

* Significant at 0.05 level of significance (Table value = 1.96)

Notes : **(i)** ***t-test values were obtained with the help of 'SPSS' computer software package; 't' distribution tends towards normal distribution for sample of large size.***

(ii) ***Presumably set standards for the Statistical Analysis***

High degree : For mean values 4 and above

Moderate Degree : For mean values 3 and above but less than 4.

Low Degree : For mean values less than 3.

Table 10 : Inter-correlation Among Selected Management Styles, HRD Sub-systems Practices, and HRD Facilitators

HRD Sub-systems and Facilitators	Participative style	Altruistic style	Professional style	Organic style
Participative style	1			
Altruistic style	.830(**)	1		
Professional style	.819(**)	.808(**)	1	
Organic style	.764(**)	.728(**)	.778(**)	1
Functioning of HRD Department	.336(**)	.270(**)	.569(**)	.330(**)
Employee Training	.427(*)	.460(*)	.678(**)	.423(*)
Performance Appraisal	.191(**)	.177(**)	.647(*)	.179(**)
Job Enrichment	.269(**)	.262(**)	.189(**)	.581(**)
Career Planning	.188(**)	.168(**)	.537(*)	.211(**)
Employee Communication	.567(**)	.765(**)	.403(**)	.350(*)
Workers Involvement and empowerment	.567(*)	.345(*)	.483(*)	.276(**)
Concern of Top & Senior Management	.711(*)	.744(*)	.784(*)	.747(*)
Concern of Trade Unions	.679	.780(*)	.692	.675
Concern of Individual Employees	.770(*)	.803(*)	.752(*)	.746(*)
Concern of Line Managers & Supervisors	.813(*)	.838(*)	.821(*)	.732(*)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 11 : Perceived Degree of 'Productivity' of Human Resources in Indian Organizations

	N	Productivity (Mean Values)	Perceived Degree of Productivity	S.D.	t-value	Signi.
Overall Productivity	300	3.50	Moderate	6.50		
In Private Sector	130	3.33	Moderate	.25	-1.865	.163
In Public Sector	170	3.12	Moderate	.23		
In Mfg. Sector	186	3.55	Moderate	.57	2.860	.005
In Service Sector	114	3.33	Moderate	.76		

Notes : (1)Presumably set standards for statistical analysis :

High degree : For mean values 4 and above

Moderate Degree : For mean values 3 and above but less than 4.

Low Degree : For mean values less than 3.

* (2) Significant at 0.05 level of significance (Table value = 1.96)

Note : t-test values were obtained with the help of 'SPSS' computer software package; 't' distribution tends towards normal distribution for sample of large size.

IV Findings Pertaining to Impact of HRD Sub-systems and Facilitators on HR Productivity

'Productivity' of human resources in Indian organizations was perceived as 'moderately effective' that too without any significant variation between private sector and public sector organizations but with significant variation between manufacturing and service providing organizations (at 0.05 level of significance) (Refer Tables 11).

HRD facilitators (viz., concerns of Top & Senior Executives, concerns of HRD functionaries, concerns of line managers and supervisors, concerns of individual employees, concerns of employee unions) were found to have positive relationship with the 'Productivity' of human resources. Such facilitators were found to have significant impact on 'Productivity' of human resources. (Refer Tables 12 A and 12 B).

The sub-systems of HRD and 'Productivity' of human resources were found to be positively correlated with each other. The HRD sub-systems (viz., Functioning of HRD Department, Employee Training, Employees' Performance Appraisal, Job Enrichment, Career Planning, Employee Communication and Employee Empowerment) were found to have significant impact on 'Productivity' of human resources. (Refer Tables 13 A and 13 B).

Table 12 A : Multiple Regression Analysis showing the Relationship between HRD Facilitators and Effectiveness of Human Resources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Relationship Between the Overall HR effectiveness and the HRD Facilitators (Concerns of Various Stakeholders)	.792(a)	.628	.514	.64253

a Predictors: (Constant), Concern of Supervisor, Concern of Trade Union, Concern of Individual Worker, and Concern of Management

Table 12 B : Multiple Regression Analysis Showing the Relationship between HRD Facilitators and Effectiveness of Human Resources

Model		Sum of Squares	df	Mean Square	F	Sig.
Relationship Between the Overall HR effectiveness and the HRD Facilitators	Regression	3.459	4	.865	2.094	.032(a)
	Residual	121.788	295	.413		
	Total	125.247	299			

a Predictors: (Constant), Concern of Supervisor, Concern of Trade Union, Concern of Individual Worker, and Concern of Management

b Dependent Variable: Overall HR Effectiveness

Table 13 A : Multiple Regression Analysis Showing the Relationship between 'HRD Sub-systems Practices' and Effectiveness of Human Resources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Relationship Between the Overall HR effectiveness and the HRD Practices	.846	.716	.692	.61684

a Predictors: (Constant), Family welfare, Functioning of HRD department, Career planning, Performance appraisal, Job enrichment, Employee communication, Employee training and Workers Involvement and Empowerment

Table 13 B : Multiple Regression Analysis Showing the Relationship between 'HRD Sub-systems Practices' and Effectiveness of Human Resources

Model		Sum of Squares	df	Mean Square	F	Sig.
Relationship Between the Overall HR effectiveness and the HRD Facilitators	Regression	3.459	4	.865	2.094	.032(a)
	Residual	121.788	295	.413		
	Total	125.247	299			

a Predictors: (Constant), Family welfare, Functioning of HRD department, Career planning, Performance appraisal, Job enrichment, Employee communication, Employee training and Workers Involvement and Empowerment

b Dependent Variable: Overall HR Effectiveness

Table 14 A : Multiple Regression Analysis showing the Relationship between Managerial Styles and 'Productivity' of Human Resources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Relationship Between the Overall HR effectiveness and the Various Managerial Styles	.940(a)	0.885	.700	.57904

a Predictors: (Constant), Organic, Altruistic, Professional, Participative

Table 14 B : Multiple Regression Analysis Showing the Relationship between Managerial Styles and 'Productivity' of Human Resources

Model		Sum of Squares	df	Mean Square	F	Sig.
Relationship Between the Overall HR effectiveness and the Managerial Styles	Regression	26.336	4	6.584	19.637	.000(a)
	Residual	98.911	295	.335		
	Total	125.247	299			

a Predictors: (Constant), Organic, Altruistic, Professional, Participative

b Dependent Variable: Overall HR Effectiveness

Discussion and Implications

All the sub-systems of HRD (except a very few) were found to be moderately effective in Indian organization across the various sectors. Concerns of various stakeholders have also been found to be at moderate level across the sectors. The selected four management styles were also found to be practiced to moderate extent in the various organizations. Almost all the dimensions of the HRD sub-systems, concerns of the various stakeholders and the selected four management styles were found to be positively correlated. Concerns of the various stakeholders and the selected four management styles were found to have significant impact on the HR sub-systems as well as HR effectiveness. HR sub-systems were also found to have significant impact on HR effectiveness. Whereas HR 'Productivity' has been found to be confined to only moderate level. These findings attract the attention of management professionals that there exists a dire need to improve the level HR effectiveness and in order to achieve this goal, there exists an urgent need of continuous improvement in design and implementation of HRD sub-systems; Level of concerns of various stakeholders also needs to be enhanced; application of the four management styles also need to be further strengthened.

Employee communication and Employees' Empowerment were found

to be less effective across the sectors of Indian organizations. Effectiveness of employee communication is a well recognized factor in determining the HR effectiveness with which an organizations performs as a whole. Studies consistently find that effective communication behaviour by which members bolster an organization's total effectiveness (Goldhaber, 1990). Employee communication is influenced by intra-personal, inter-personal, organizational, physical and technological factors; these factors interact, overlap and affect one another as well as influence the communication process (Pathak, 1983). Management of an organization especially HRD managers need to adopt an affirmative action strategy to identify, diagnose and analyse such kind of barriers that may inhibit the smooth flow of multi-directional employee communication in various matters as well as to identify the propitiators to effective communication understanding of which may be utilized as gateways to facilitate the effectiveness of employee communication in multiple ways. Employees' empowerment allows employees to apply their knowledge directly and with more responsiveness to problems and opportunities ; it also tends to increase personal initiative because employees identify with and assume more psychological ownership of their work (McShane et al., 2005). Greater information sharing with the employees, increasing employees' participation in decision making, greater job involvement, employees' feeling of adequate job satisfaction, delegation of authority and thus granting to the

employees more autonomy to work, focus on job enrichment programme etc. positively contribute to Employees empowerment. In the light of aforementioned observations, there should be focus on improvement in employee communication and employee empowerment processes in order to ensure the higher level of HR effectiveness and thus to increase the chances of having enhanced level of organizational effectiveness.

Results as regards to effectiveness of employees' training, job enrichment, career planning and employee communication (as HRD sub-system) as well as regarding the concerns of each of Top & Senior Executives, Line Managers and Supervisors and individual employees (as HRD facilitators) were found to be moderately effective but with significant variation between public and private sector organizations. In the matter of such sub-systems, private sector organizations were found to be slightly better as compared to public sector organizations. Such a result may be due to bureaucratic structure of public sector organizations or any other unforeseen reason. Pascale and Athos (1981), based on the survey of thirty four Japanese and American Companies were of the opinion that Japan's higher productivity was largely due to its focus on human relations, mainly on the aspects of skills, style, staff and super-ordinate goals. Peters and Waterman (1982) observed that companies with strong organizational culture are highly successful and that firm's superior performance can only be achieved if companies move away from

a pure technical rationalistic approach towards more adaptive and humanistic approach. The changes in the economy have necessitated the Indian organizations to look for the continuous improvement in their HRD systems and processes. The study of Singh (2009) revealed that the HRD practices are a strong predictor of organizational culture both in private sector and public sector organizations in India; there is ample demonstration of meaningful relationship between HRD practices and organizational culture. All these ideas need to be taken into account while moving further to develop HRD systems and processes. There is dire need to make a number of research endeavours in diverse cultural settings in order to synthesize or integrate the conceptualizations developed by earlier researchers. More culture specific HRD climate surveys are also needed. In the wake of ever changing scenario, the journey of improving HRD systems and processes will have to be continued.

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Appendix

Notes:

(1) Rao (1986, 1990) presented illustrative lists of HRD Mechanisms, Process Variables, Process Outcomes and Organizational Effectiveness Dimensions in a Schematic Presentation. According to Rao (1986, 1990), there are many mechanisms or sub-systems or Instruments of HRD, viz., HRD Department, Performance Appraisal, Review Discussions and Feedback Counselling, Role Analysis Exercises, Potential Development Exercises, Training, Communication, Job Rotation, OD Exercises, Job Enrichment Programmes, and other mechanisms. Such HRD mechanisms are useful for initiating and strengthening development processes and culture which include role clarity, planning of development of every employee, awareness of competencies required for job performance, pro-active orientation, more trust, collaboration and team work, authenticity, openness, risk taking, value generation, clarification of norms & standards, increased communication, and more objective rewards. A number of HRD Sub-systems and processes simultaneously operating in an organization normally result in the HRD outcomes, viz., more competent people, better developed roles, higher work commitment, higher job involvement, more problem solving, better utilization of human resources, higher job satisfaction, higher work motivation, better generation of internal resources, better organizational health, more team work and synergy. Organizational effectiveness depends on a number of variables like environment, technology, competitors etc. However, other things being the same, an organization that has competent, satisfied, committed and dynamic people is likely to do better than an organization that scores low on these HRD outcome variables. Similarly, an organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them.

[Source : Adapted from Rao (1986, 1990)].

(2) As according to Kandula (2001), Strategic HRD (SHRD) practices is a holistic framework encompassing SHRD fundamentals (viz., compensation, working conditions, family welfare, HRD department / function) and SHRD Initiatives (viz., Training, Performance Appraisal, Job Enrichment, Career Planning, Communication, Involvement & Empowerment). According to him, a number of factors such as concerns of top management, trade unions, frontline officers / supervisors, individual workers regarding developmental issues play a facilitator role, whereas the apprehensions of these players inhibit the SHRD practices ; industrial relations scenario, labour statues, trainability, employment externalization, and downsizing are

believed to play a vital role in facilitating or inhibiting strategic HRD practices in the organizations.

[Source : Adapted from Kandula (2001)].

(3) Jain and Agrawal (2006) found the training climate as 'highly satisfied' in the four facets ; (viz., participants' feeling of satisfaction with training administration process, participants' feeling of satisfaction with variety and quality of course materials and their delivery, participants' feeling of satisfaction with faculty's competence and efficacy, and participants' feeling of satisfaction with the relevance of training course to job performance / job prospects) and they found the training climate as 'moderately satisfied' with regard to the two facets, [viz., participants' feeling of satisfaction with utility of training, and participants' feeling of satisfaction with participants' Learning Tests Practices].

[Source : Jain and Agrawal, 2006].

(4) Seven dimensions of institutional communication include effective information flow from institutions to faculty / trainees, effectiveness of performance evaluation of the trainees, supportive feedback / empathetic feedback to the trainees, effectiveness of problem solving communication from faculty to trainees, openness in Faculty – Trainees Communication, Practice of Development Leadership Style by the faculty, supportive relationship and communication among Trainees

[Source : Jain and Chatterjee, 2006].