

Study of role of HRD Mechanism in Organizational Excellence (in Public Sector Unit)

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ABSTRACT :

An organization became dynamic and growth oriented if their people are dynamic and proactive. Through proper selection of people and by nurturing their dynamism and other competencies an organization can make their people dynamic and proactive. To survive, it is very essential for an organization to adopt the change in the environment and also continuously prepare their employees to meet the challenges; this will have a positive impact on the organization. Human Resource Development (HRD) is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team and individual performance. HRD is the process of improving, molding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, etc. based on present and future job and organizational requirements.

I. INTRODUCTION:

Measuring the perceptions of knowledge workers about the prevailing nature of HRD is known as HRD Mechanism. It includes HRD systems and sub systems. HRD mechanism can be defined as the perceived attributes of an organization and its sub-systems as reflected in the way an organization deals with its members, groups and issues. Whereas various functions of Human Resource Management (HRM), such as Manpower Planning, Recruitment, Selection, Career Planning and so on, are carried out through this HRD systems and sub-systems. Employee competencies and commitment can be developed through appropriate HRD mechanism.

The constant support of the organization through HRD mechanism increases the level of job involvement and accordingly affects the performance of the managers. Number of studies has verified that the Organisational excellence is

influenced by HRD mechanism which includes HRD and HRD systems both. HRD sub-systems have become an important variable to influence the organizational excellence. The public sectors in India are facing the transition phase in current globalization environment. To survive and excel in the new economy, the HRD mechanism is a matter of serious concern in Indian public sector organizations. Human Resource Development (HRD) is a process by which the employees of an organization are helped, in a continuous, planned way, to:

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles,
- Develop their general capabilities as individuals and discover and exploit their potentials for their own and /or organizational development purposes, and
- Develop an organizational culture in which supervisor-subordinate relationships, teamwork, and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees.

II. CONCEPT AND DEFINITION:

After analyzing Human Resource Development, it can be simply stated that HRD is the process of helping people to acquire competencies. HRD mechanism is a complex blend of attitudes, expectations, policies and norms that effect motivation and behaviours. Conducive climate for HRD mechanism facilitates the following in an organization:

- a. Great productivity and cultural alignment;
- b. Highly effective succession planning process;
- c. Increased willingness across the workforce;
- d. High level of trust;
- e. Significantly improved communication;
- f. Raised awareness of the impact that leaders have

- g. Ownership for continuous improvement accepted by staff at all levels.

HRD mechanism is characterized by the tendencies such as treating employees as the most important resources, perceiving that developing employees is the job of every manager, believing in the capability of employees, communicating openly, encouraging risk taking and experimentation, making efforts to help employees recognize their strengths and weaknesses, creating a general climate of trust, collaboration and autonomy, supportive personnel policies, and supportive HRD mechanism. An optimal level of development climate is essential for facilitating HRD activities.

In his book Human Resource Development – Concept and Background, T. V. Rao has given that “The concept of HRD was formally introduced by Dr. Leonard Nadler in 1969 in a conference organized by the American Society of Training and Development. In India, Larson & Toubro Ltd. introduced the concept among private sector companies in 1975, with the objective of facilitating the growth of knowledge workers.” Among public sector Government Companies, Bharat Heavy Electricals Limited (BHEL) introduced the concept in 1980. A survey by the Industrial Team Service in 1969 indicated that the personnel function is not viable if it does not include or give scope for employment, training, welfare measures, employee education, employee benefits, industrial relations and industrial insurance. This has paved the way ultimately for the emergence of human resources development as a field. As Rao put it, ‘People make things happen’. He adds that if they are to make things happen, they need a set of circumstances. HRD is the process of enabling people to make things happen. It deals with ‘competency development’ and creates conditions through public policy, programmes and other interventions to help people apply these competencies for their own benefit and the benefit of others. Competencies may include knowledge, skills, attitudes and values. Capabilities may be developed in individuals, groups and communities or collectives. It is crucial to create an environment that encourages learning and development or required competencies in conjunction with the strategic planning of an organization. Put simply, HRD is the process of improving, molding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, etc., based on present and future job and organizational requirements. HRD mechanism is a measure of the perceptions of knowledge workers about the

prevailing nature of HRD. HRD mechanism includes the following systems and sub systems:

- Performance Appraisal
- Potential appraisal and development
- Feedback and Performance Coaching
- Career Planning
- Training
- Organisation Development and system development
- Rewards and Recognition of employees
- Employee welfare and quality of work life
- Human Resources information

The HRD mechanism is designed to work together in an integrated system although any of them exist in an organization that does not have an overall HRD plan. In isolation these mechanisms do not afford the synergetic benefits of integrated sub systems. For example, outcomes of performance appraisal provide inputs for training needs assessments, rewards, career planning and feedback and performance coaching.

HRD mechanism is carried out through its systems and sub systems. HRD has five major sub-systems; the first three systems viz., Career system, work system and Development system are individual and team oriented while the fourth and the fifth systems viz. self renewal system and culture systems are organization based.

III. OBJECTIVES OF THE STUDY

The objective of the research study is to identify the extent to which the unit is aware about HRD systems. The purpose of the researcher is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet the generic object of the present research project is to examine role of HRD systems in organizational excellence. The specific objectives of the study are:

1. To examine organizational set up of HRD in the unit under study;
2. To study HRD Mechanism under practice in the unit under study;
3. To evaluate on various para-meters, the impact of HRD mechanism;
4. To analyse trends of Human Resource Costs and Benefits during the study period.

IV. HYPOTHESIS

As an organization’s culture is the representation of common perceptions held by its members, individuals with different backgrounds, or at different levels, would be expected to describe organizational culture in similar terms. This is

applicable to HRD Mechanism, as it is an integral part of organisational excellence. To examine the impact of the HRD Mechanism on organisational excellence in IOCL, Mathura Refinery, the following set of hypothesis was formulated:

H₀: Overall HRD mechanism of Mathura Refinery is conducive for the organisational excellence.

H₁: Overall HRD mechanism of Mathura Refinery is not conducive for the organisational excellence.

V. METHODOLOGY

- i. Research Design: For the study, Descriptive Research Design was chosen because the study attempts to describe the characteristic of executive and non-executive staff with respect to HRD mechanism. It was taken to obtain the complete and accurate description of HRD mechanism as an impact on organisational excellence. The research design to be specific is cross-section descriptive type with field study.
- ii. Target Population and Sampling Procedures: The universe of the study was finite with 1200 workers (managerial and non-managerial) in Mathura Refinery. Out of which, 626 are contractual labour, 187 are sweepers, peons, gardeners, guards and others, 49 High rank officers (not included in the survey), 41 were absent on the day of the survey, and 37 were

refused or not returned the questionnaire. The sample includes 85 employees from all departments (drawn using Probability Systematic Sampling) of IOCL, Mathura Refinery out of a population of 260 employees.

Instrumentation: Apart from personal discussions and deliberations with knowledge workers, a properly designed and self-administered questionnaire with 13 questions on HRD mechanism, constituted the primary source of data for the study. A pilot study was conducted to make sure the questions were direct and free from ambiguity. The language was revised to make it simple and direct .

VI. DATA ANALYSIS AND INTERPRETATION

The researcher has to seek permission to conduct the survey. Out of 260 employees 85 were randomly selected and interviewed through a pre-defined questionnaire. The questionnaire is annexed at the end of the thesis.

The researcher asked simple, compact and concrete 5 point scale questions from the 85 respondents. These questions were directly related to the HRD Mechanism and its impact. A summary of the questions and the responses are as given below:

Table 1 : Summary of the Responses

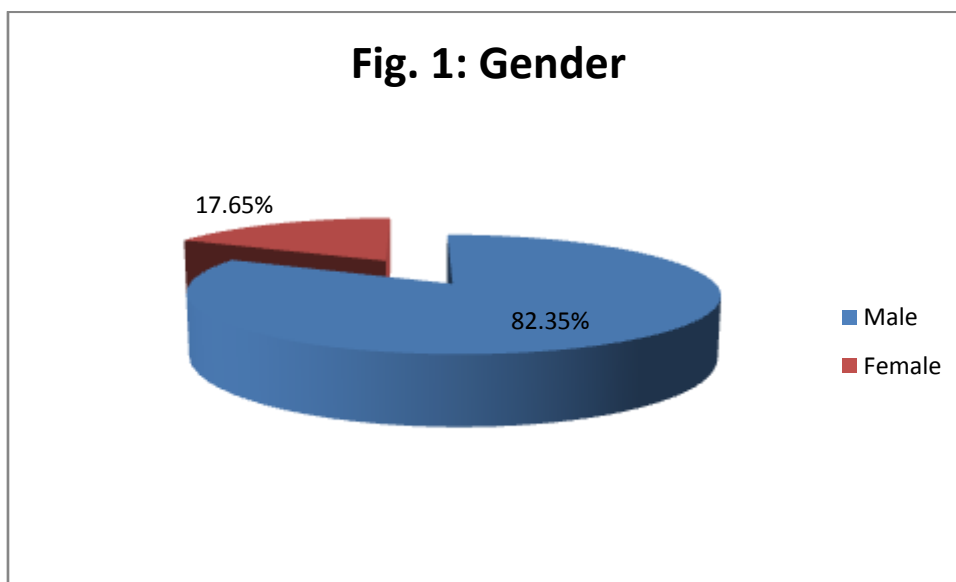
	SD (-2)	D (-1)	N (0)	A (1)	SA(2)	SCORE
Question1	0	11	31	31	11	42
	0	-11	0	31	22	
Question 2	0	17	14	37	17	54
	0	-17	0	37	34	
Question 3	0	0	28	40	17	74
	0	0	0	40	34	
Question 4	0	3	17	40	25	87
	0	-3	0	40	50	
Question 5	0	11	20	48	6	49
	0	-11	0	48	12	
Question 6	0	11	20	45	9	52
	0	-11	0	45	18	
Question 7	0	14	31	37	3	29
	0	-14	0	37	6	
Question 8	3	14	20	37	11	39
	-6	-14	0	37	3	
Question 9	0	3	28	43	11	62
	0	-3	0	43	22	
Question 10	10	25	23	10	27	19

	-20	-25	0	10	54	
Question 11	0	3	17	45	20	82
	0	-3	0	45	40	
Question 12	0	3	8	54	20	91
	0	-3	0	54	40	
Question 13	0	3	3	48	31	107
	0	-3	0	48	62	
Question 14	0	3	3	37	42	118
	0	-3	0	37	84	

1. Gender Distribution of the sample survey at IOCL

Table 2:

Particulars	Frequency	Percentage (%)
Male	70	82.35
Female	15	17.65
Total	85	100



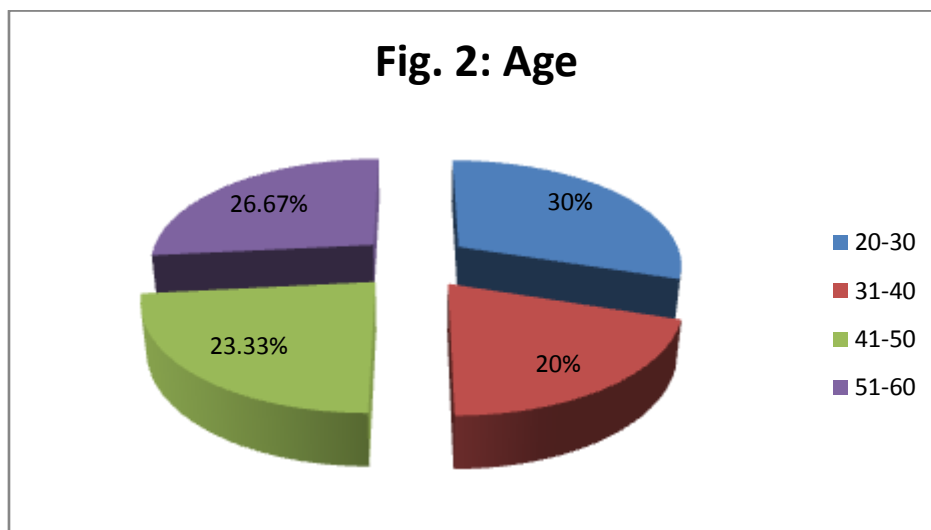
Female employees also constitute an effective combination of HRM. The presence of female employees increases the healthy climate, decency in the behavior and aesthetics in the office

premises. From the above table it can be revealed that, out of 85 respondents 70 respondents (82.35%) are male and 15 respondents (17.65%) are female.

2. Age Distribution of the Sample respondents

Table 3:

Particulars	Frequency	Percentage (%)
20-30	25	30
31-40	17	20
41-50	20	23.33
51-60	23	26.67
Total	85	100



The researcher has randomly selected the sample but he did not fail in maintaining a good combination of age-factor. In a good survey the respondents must represent every age-group available in the survey unit. If all age-groups are not properly included the survey cannot be said adequate and definite.

From the above table, it can be revealed that, out of 85 respondents, 23 respondents (26.67%) are of the age group of 51 – 60, 20 respondents (23.33%) are of the age group of 41 – 50, 17 respondents (20%) are of the age group of 31-40 and 25 respondents (30%) are of the age group of 21-30.

3. Experience wise Distribution of the Data Collected

Table 4:

Particulars	Frequency	Percentage (%)
0-10	28	33.33
11-20	20	23.33
21-30	26	30
31-40	11	13.33
total	85	100

From the above table, it can be revealed that, out of 85 respondents 28 respondents (33.33%) have an experience of 0 – 10 years, 20 respondents have an experience of 11-20 years, 26 respondents (30%) have an experience of 21 – 30 years and 11 respondents (13.33%) have an experience of 31-40 years.

If we see, it is very clear from the data that the selection of respondents has been made from every level, which automatically justifies the survey. It is not so that a single type of respondents has been selected and surveyed. Sample has been collected from the whole population so that it can represent the population well.

VII. FINDINGS

Results reveal that majority of the employees of Mathura Refinery believe that HRD mechanism of the organization is highly favourable and conducive for the growth and development of the employees and to achieve organisational excellence. Here, null hypothesis H_0 is accepted and it can be interpreted that HRD mechanism of IOCL Mathura Refinery is conducive for organisational excellence.

The questionnaire survey conducted by the researcher at IOCL, Mathura Refinery fetches the following results point wise:

1. Employees need training. They want to upgrade themselves and learn new things.
2. Employees appreciate induction training. It means they have learnt new work- procedures and felt them interesting.
3. Employees know well about the welfare and motivational schemes (a part of HRD Mechanism) available to them. It shows good cooperation and coordination among employees.
4. Employees love their workplace. It means they want to work and are sincere in working.
5. Employees feel organization supports them in availing various facilities.
6. Employees are satisfied with the performance appraisal system of the IOCL.
7. Employees are not fully satisfied with the post-appraisal behavior of the superiors.
8. Employees are satisfied with the organisation's procedure to identify right employee to sponsor for the further study and developmental courses.
9. Employees feel ownership attitude and belongingness feeling. It means they are devoted and loyal to the organization.
10. Employees are satisfied with the promotion policies.

11. Employees are zealous and know the procedures. They are confident enough to handle any job completely and competently at workplace.

12. Employees have become skillful owing to proper training and development courses given to them at times.

13. The productivity of employees has increased through training and developmental programmes. It, further, contributes to organizational excellence.

14. Employees approve that HRD policies of IOCL help in the achievement of organizational goals.

Huge mass of population has reported that demotion is the worst mode of punishment in Mathura Refinery, then after that with holding of increments is consider being the second most awful punishment. Transfers and restriction of facilities are bearable but only upto certain extent.

There are six basic non financial motivation techniques for human development in Mathura Refinery like praise and recognition, competition, participation, job rotation, delegation of authority and job sharing. Out of these majorities of employees consider praise and recognition as the best motivational techniques. Only a few employees consider other non financial motivational technique job rotation, participation, competition, job sharing etc as the best.

Managerial staff of Mathura Refinery is in full support of the view that there should be high degree of team spirit in the organization whereas employees support the view only to a limited extent.

Findings reveal that in Mathura Refinery executives take active interest in helping out their subordinates and also they assist them in learning jobs as reported by the employees.

In Mathura Refinery top management always goes out of its way to ensure that employees must enjoy their work. People don't have fixed mental impression about each other in Mathura Refinery as stated by 70 per cent employees. Superiors treat their subordinates with understanding and help them to learn from their mistakes in Mathura Refinery.

Overall satisfaction level of employees working in Mathura Refinery is very high and they find it the best place to work, results reveals that majority of managerial as well as non-executive staff is satisfied to greater extent in working here.

VIII. SUGGESTIONS

On the basis of finding following suggestions or recommendations are made:

Various shortcomings are observed in the existing appraisal system of Mathura Refinery. So it is highly recommended that the Mathura Refinery should revise their Performance Appraisal methods as it will not only remove the subjective assessment of the employees as been done in the organization but also make the assessment more practical, objective and free from biasness. Such practices will definitely build confidence, courage and commitment in the employees.

keeping the above facts in mind it is suggested that Mathura Refinery must implement 360⁰ performance appraisal method. As such, it ensures the evaluation from superior, colleague, subordinate and self.

Following stages are recommended in the implementation of 360⁰ performance appraisal method of Mathura

Refinery:

- Job description should be written, agreed and reviewed regularly.
- Realistic and challenging objectives for the work group or team should be formulated and these objectives should be taken from organisation's strategic objectives.
- Individual objectives should be derived in turn from the work objectives and jointly formulated between the appraiser and appraise.
- A development plan should be devised by the manager and the individual to meet personal goals. The emphasis should be on management support and coaching.
- An assessment of objectives with ongoing formal reviews on a regular basis.
- An annual assessment which is backed by reward or punishment.

Appraisal system should be designed in such a way that a single appraisal system should intend both to improve current performance and to act as a basis for salary awards. If 360⁰ Performance Appraisal system is implemented then appraisal exercise can be focused on rating individual potential vis-à-vis leading to employee development.

Frequency of transfers is quite high in Mathura Refinery. So it is highly recommended that management should check their transfer policies and transfers should be done only for position filling and also transfers may be done only when

employee gets promoted. Employees must be given proper remuneration when they are transferred.

In Mathura Refinery there doesn't exist any system/practice to reward any good work/contribution made by the employee. Hence, it is suggested that if any good work is reported or valuable suggestion is given by employee, enhancing productivity or reducing losses it should be immediately followed by some rewards, to be specific monetary reward, as most of them (employees) look for.

The main implication of this research for HRD mechanism suggest that there is lot of scope for further improvement in Mathura Refinery which improves the work life by overcoming monotony and make present HRD mechanism into fully play and also acceptable and palatable for both managerial and non-managerial staff. However, in order to achieve this, the need of proper HRD is felt to create a system which will improve the work life by ensuring better communication and creation of familiar sort of work conditions where creativity of all the levels of managers as well as non-managers come into full play. The top management should provide adequate opportunities for the development and optimization of their employees and also involve their non-managers in making the important decisions like workers participation in management, personnel policies and other important issues. This will improve communication relationship between managerial and non-managerial staff and automatically increase productivity and lead to greater effectiveness. Thereafter, top managers are key actors they should managed their human resource with utmost care to inspire, motivate encourage and impel them to contribute their maximum for the achievement of organisational excellence as well as individual objectives which generate favourable HRD Mechanism.

It is highly recommended that channels of communication should be minimized and employees can easily communicate with their heads and superiors, so that they can understand their problems.

Among all the existing non-financial motivation techniques used by IOCL, Mathura Refinery, praise and recognition is consider to be the most favoured by the employees. It is highly recommended that the organization methods viz. Appreciation letter, Certificate, recognition through displays on Notice Boards/ News Letters, provision for job enrichment, etc., as they are helpful in building and maintaining motivation of the employees.

Enriching job content for job enlargement is not practiced in Mathura Refinery. Hence, it is advised

that managerial staff should take necessary action in this context. Job enrichment not only increases employees enthusiasm but also it will show them a better way of success and higher promotions particularly out term promotions.

Practice of redistribution of power and authority in the organization needs to be injected in the HRD system of the organization. As this practice will not only motivate the employees but also leads to their development.

Findings reveals that behavioral feedback is seriously taken by the employees for their development. Hence, the supervisor should be provided training on identifying the critical behavior and implementing behavior modification techniques. The organization should conduct workshops on behavioural issues on regular basis.

Since, employees of Mathura Refinery have reported that such HRD mechanism which supports employees to openly discuss their feelings and emotions and share their problems with their seniors and managers, doesn't exist. Hence, it is highly recommended that management of Mathura Refinery may appoint any senior Professor/Director of any Premier Management Institute as Management Consultant, who can listen to the problems of the employees and can help them or take necessary actions in consultation with the top management. The role of that consultant should be to develop bridge of meaning between managers and employees and to remove misunderstandings, communicate the ideas and feelings in a very informal manner and also to remove frictions in the relationships.

IX. CONCLUSION

The present study, as per the survey and the interview made at IOCL, Mathura Refinery, concludes that Humans Resource Development is more crucial today for achieving organizational excellence than ever before.

The employees are the most important characters to play chief role in this exercise. If personal goals of the employees are somehow ignored, the organizational goals are also hard to achieve. No matter, what the organization is? No matter, what policies are being adopted?

All the objectives, so established, of the present study, are successfully achieved.

The organizational set up of HRD in the unit understudy i.e., Mathura Refinery has been examined.

The impact of HRD mechanism has been evaluated on the organizational excellence at Mathura Refinery.

The trends of Humans Resources Costs and Benefits during the study period i.e., 2010-2011 have been analysed as per the organization norms.

This way the Null Hypothesis has been accepted and the Alternative hypothesis has been rejected.

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