



## A Study on Employee's Perception Towards Human Resource Development Practices (A Case Study of Indian Oil Corporation Limited)

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### Abstract

Human Resources Development can be viewed fundamentally as an approach or strategy to achieve integration between the individual employee and the organisation by developing an appropriate mutual relationship. The problem of integration arises from the fact that organizational interests and individual interests do not automatically coincide. In their drive to fulfill objectives such as growth and profits, organisations normally tend to function in ways that neglect or violate the interests and needs of individuals. Integrating the individual with the organisation, therefore, requires conscious and deliberate organisational and managerial action to bridge the gap. The present study is an attempt to ascertain whether the top management in public sector organizations believes in employee development and to what extent they are helpful in developing organizational development climate in their undertakings. The study is quite significant as it has significant perception of employees on the efficiency and productivity of the organization.

**Keywords:** Perception of the Employees, HRD Practices, Human Capital, Implication.

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## **1. INTRODUCTION**

India is a country with vast geographical base, enormous human potential, extraordinary natural resources and monstrous population. India is drifting towards development and acquirement of super power. The country is experiencing rapid development in science and technology since its independence. Several strategies were employed by the Indian democratic Government to develop strong base for engineering industry, establishing steel plants having large capacity to manufacture steel and constructing new factories to produce new products. Despite these spectacular developments, India has not made any significant impact in the international market. It is because of our failure to mobilize our human resources. This has not received sufficient attention resulting in lack of motivation. It is very difficult to answer the question as to which resource is more important – capital, technology or people? All are vital, much effort has however, been made towards more efficient management of physical resources. But the management of people has got only secondary thought. The synergetic efforts to tap human potential across the nation are not visible. On the basis of world wide experience, HRD places a greater emphasis on productivity through people. The other resources viz. technology, money or equipment – becomes more productive if the human willingness is there. On several occasions, in spite of poor capital equipment and conventional technology, a determined group of people have produced the best.

It is possible to buy technology which is best suited to the business. It is also possible to design and implement good management systems and procedures. However, what is not possible to buy or transplant is the dedication and commitment of people. This has to carefully nurtured or developed, if India wants to become stronger and competitive in the world market. Human resources need utmost attention in our industrial and national plans to achieve the objectives of development and growth. Human Resource refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, values and goals. Development refers to a process of active learning from experience, leading to systematic and purposeful development of the whole person: body, mind and spirit. Thus, Human Resource Development is the integrated use of training, organizational development, and career development efforts to improve individual, group and organizational effectiveness.

Human Resources Development is a process in which the employees of an organization are continuously helped in a planned way to acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles, develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and their organizational development purposes and develop an organization culture where superior-subordinate relationships, team work and collaboration among different subunits are strong, and contribute to the organizational health, dynamism and pride of employees.

Human Resource Managers and Line Managers have shared accountability for development of people for business results. Implementation of human resource development will certainly call for constructive participation of all. Human Resource Development, to be effective in the long run, must be spearheaded by those espouse a developmental ideology that is humanistic: those who

have faith in the human beings; those who believe in the intrinsic worth of human; those who are urged by an inner fire to help and guide others to grow; those who derive happiness from seeing others scale the ladder of the latter's potentialities. Others should keep their hands off human resource development and content themselves with training and management of human resources. Everybody can and must be the "target" of human resource development. Success of HRD Practices can be reviewed and customized only through the studies on employees' perception and attitude towards their working environment.

The reaction of employees' is determined by perception development by the employees' within themselves. The perceptions have a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and wants of the employees which would be the outcome of their enthusiasm shown by them towards their work accomplishment. The researcher focuses his study on the perception of the employees towards Human Resources Development Practices in Indian Oil Corporation Limited, company operated in Public Sector.

## **2. REVIEW OF LITERATURE**

Following the introduction, this chapter presents a brief review of the literature pertaining to studies on perception and attitudes towards HRD practices conducted in different countries over the years. The review of the Literature is as follows:

**S. Jency (2016)** explained that Employees trainings help companies as well as employees to improve their performance. Hence, keeping these in mind, the companies are eager to go for the training programs for their employees with regular intervals and the management wants to know the perception of employees towards the provided training and development programme. These training programmes definitely result in skill enhancement, improved efficiency and productivity and growth opportunities for employees. This paper attempts to study the employees' perception about training and development programmes in the Indian Rare Earth Limited (IREL) and to know the level of satisfaction of employees after attending their training and to offer suggestions and recommendations for successful implementation of Training and Development in Indian Rare Earth Limited (IREL) to create a favorable organizational climate and also to identify the employee's preference on training method and duration of training. In this research, data was collected from 100 employees of Indian Rare Earth Limited (IREL) through a structured questionnaire. The findings clearly revealed that the employees have positive attitude towards the Training and Development practices followed in Indian Rare Earth Limited (IREL).

**Mohideen and Alphonse, (2015)** made clear that in today's highly competitive and turbulent business environment all modern organizations are operating in dynamic changing scenario. Due to increasing complexities and cut throat competition running organizations effectively become challenge for employers. To gain competitive advantage, organizations need to implement unique strategies. Human Resource Management is a proactive central strategic management activity which is different from conventional personnel management. The Human Resource Management has tremendous relevance to productivity of industry. Human input is the single largest that goes in the cement industry. The level of efficiency of production of this input is reflected in the quality of product provided by the industry to its customer. Madras Cement Limited is one of the large scale organizations in the cement industry employing thousands of human resources and

operating three production units in the State of Tamil Nadu. This study is carried out to know the human resource policies and practices in the organization and the perception of the employees with respect to these practices. Suitable suggestions and measures are also stated for betterment of these practices.

**Devpriya Dey (2014)** in her study finds that Social Media has become an integral part of communication; through which people stay in touch, keep themselves aware of new developments and connect with the world around them. Human Resource professionals observed this pattern of behaviour in regards to the usage of social media tools among employees & crafted innovativeness in the HR practices & process. As a result social media got introduced into the world of human capital management. Such practices of social media applications were captured and categorized them under various HR functions performed in IT industry. Now these practices were brought to the notice of employees to know their preferences towards such practices. This research paper aims to understand the employee's perception towards the social media application practices that were identified. This was performed to conduct a reality check between the expectation from the HR fraternity and the employees for whom these applications are targeted in order to bring the overall fulfilment of organizational goals.

**Appa Rao, Narayana and Murty (2014)** in their article on A study on HRD System in Public Enterprises in India- An Analysis described on the identification of the HRD Practices, their implications, perception and attitude of the employees towards HRD practices implemented by PSU.

**Appa Rao, Narayana and Murty (2014)** in their article on Human Resources Development System in Changing Global Environment–Challenging Task described **Some of the important HRD sub-systems** like Management's Policy on HRD, Potential Appraisal, Organizational development (OD), Employee Development, Redressal of Grievances, Performance appraisal, Career planning, Employee Development and Training.

**Wanga and Hwanga (2011)** clarified that changes in organizational management have resulted in adjustments and transformations to worker values. Previously adopted HRM promotion and maintenance systems no longer affect levels of commitment; employees tend to act based on the influence of short-term relationships, and organizational commitment is driven principally by reward systems. These findings provide modest support for the role that job satisfaction plays in affecting organizational commitment, which is associated with employee perceptions of psychological business dilemmas. The results are useful for managers who seek to develop effective recruiting systems within the telecommunications industry. This paper also enriches the existing body of literature regarding worker values. Organizational changes point to a need for future research concerning performance appraisal construction – a critical factor in HRM functions. Employee responses to the privatization of the Taiwanese tele-communications industry serves as a valuable reference for other nations and industries facing privatization.

**Fredrick Muya Nafukho, Richard T. Roessler, and Kit Kacirek (2010)** conducted an investigation into the **Implications for Human Resource Development Practices (2010)** This article discusses strategies that Human Resource Development (HRD) and Human Resource Management (HRM) personnel can be used to minimize the unlawful termination of employees with disabilities and thereby preserve the diversity they bring to the workforce.

**Mary V. Alfred and Dominique T. Chlup (2010)** published an article on **Race Matters in Human Resource Development**. The purpose of this article is to create space for authentic dialogues about "race" in the discourse on diversity in graduate programs of human resource development (HRD). Although HRD professes an interest in diversity, it has not seriously made it a part of the curriculum, and race as a dimension of diversity has remained invisible.

**Brad Shuck and Karen Wollard (2010)** studied about the **Employee Development and HRD: A Seminal Review of the Foundations**. This article explored the development of employee through a historical lens using an integrated literature review to define and situate the concept within the HRD field by systematically reviewing and organizing literature across various disciplines and fields of study.

**Staples and Justin Gregory (2010)** in their study on **The relationships among employee reactions to training, commitment to organizational change, learning, and volunteering behavior** explored the relationships between employee reactions to change-related training, commitment to organizational change, learning, and volunteering behavior. To accomplish this, online surveys were used to gather employee perceptions. Measures used were the **Affective Commitment to Change Scale** developed by **Herscovitch and Meyer (2002)** and **Affective and Cognitive Reaction to Training Scales** which were developed for this study based on **Alliger, Tannenbaum, Bennett, Traver, and Shotland's (1997)** previous conceptualizations.

**Bob Calkin (2009)** has conducted a study on **Personal and professional development for staff development leading to more effective employee development**. The study indicates the following results:

- Matching your talents and your interests with a field of work and industrial sector that is compatible with your talents and interests. This is the first of the five steps and is incorporated as part of the seven secrets;
- Responding in real time to the challenges you face in the most effective way possible. It's a major advantage to be able to respond in the right way as events unfold. Most people recognize what they should have done when it's too late; and
- Adopting the role of a player rather than a victim when life deals with you one of those setbacks that seem to be inevitable for us all.

According to the latest 2011 Census of India, 33.44 per cent of the total population constitutes main workers, of these, about 30 per cent works in Industrial trade, Commerce, Transportation etc. It is estimated that approximately 10 per cent of the workforce is currently employed in the organized sector most of which is unionized and vocal. A quick look at the reorganization of unions and their membership shows that both are steadily increasing our time. At the same time, the frequency of the strikes and man-days lost is also increasing our time.

### **3. STATEMENT OF THE PROBLEM**

#### **3.1 Statement of Problem**

The economic environment has posed new challenges as well as opportunities to the refinery industries in India. To survive in an intensively competitive market, IOCLs must measure up to in terms of efficiency- both market related and internal. In addition, one crucial factor that makes a big difference in competitive efficiency of any manufacturing industry is the human resource factor. In order to achieve the competitive efficiency, IOCL is duly bound to practice rigorous

HRD practices. The study aimed at finding out the perception and attitude of the employees in IOCL. The perception and attitude of the employees have a greater impact on the success of any organisation. If the employees perceive the HRD practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the HRD practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. The attitude and perception of the employees basically depend on job satisfaction, they derive from the organization. Job satisfaction of the employees in turn is influenced by HRD practices viz, Recruitment and Selection procedure, Training and Development, Compensation methods, General working conditions, Amenities available, Perquisites and other facilities provided by the organization. It is found that the previous researchers have concentrated on the job satisfaction of the employees. Hitherto there is no research on the perception and attitude of the employees towards HRD practices in IOCL. In order to fill this gap the researcher is compelled to study about the perception and attitude of the employees towards HRD practices followed in IOCL.

### 3.2 Company Profile

**Indian Oil Corporation Limited (IOCL)**, commonly known as **Indian Oil** is an Indian state owned oil and gas company headquartered in New Delhi. It is the largest commercial enterprise in the country, with a net profit of INR 19,106 crore (USD 2,848 million) for the financial year 2016-17. It is ranked 1st in Fortune India 500 list for year 2016 and 168th in Fortune's 'Global 500' list of world's largest companies in the year 2017. As of 31st March, 2017 Indian Oil's employee strength is 33,135, out of which 16,545 are in the officer cadre.

Indian Oil's business interests overlap the entire hydrocarbon value-chain, including refining, pipeline transportation, marketing of petroleum products, exploration and production of crude oil, natural gas and petro-chemicals.

Indian Oil has also ventured into alternative energy and globalization of downstream operations. It has subsidiaries in Sri Lanka (Lanka IOC), Mauritius (Indian Oil (Mauritius) Ltd. and the Middle East (IOC Middle East FZE). Indian Oil is scouting for new business opportunities in the energy markets across Asia and Africa. It has also formed about 20 joint ventures with reputed business partners from India and abroad to pursue diverse business interests. Indian Oil has its R&D Centre located in Faridabad, Delhi NCR.

1. Employees who come under Managerial/ Supervisory grade are as follows:

Managerial: 3345  
Supervisory : 13245

2. Workers including Others (Contract basis) category of employees include the following: Operator; Machine Operator; Technician Punch; Verifier Operator; Store Keeper; Assistant Chemist; Draughtsman; and Helpers.

Workers (Permanent) cadre of employees is only taken for the study.

Classification of Employees	Total No of Workers
Skilled	9912
Unskilled	5356
Others (Contract Basis)	1322
<b>Total</b>	<b>16590</b>

#### **4. RESEARCH METHODOLOGY**

##### **4.1 Objectives of the Study**

To be precise, the study has undertaken with the following objectives:

1. To identify the demographic characteristics of employees in select unit,
2. To examine the HRD practices followed in select unit,
3. To study the perception of employees towards the HRD practices in Select unit, and
4. To make appropriate suggestions and recommendations for successful implementation of HRD practices in IOCL to create a favourable organizational climate in order to get effective HRD system in the unit.

##### **4.2 Hypotheses of the Study**

The study has been formulated with the following hypotheses:

1. There is no significant difference in implications of HRD Practices among the employees.
2. There is no significant difference in the employees' perception towards HRD Practices among the employees.

##### **4.3 Methodology:**

###### **4.3.1 Sources of Data**

The study is conducted by using both analytical and descriptive type of methodology. The study depends on primary and secondary data. The data collected from the non-supervisory cadre of employees by using well structured questionnaire constitute the primary data. The information gathered through books, journals, magazines, reports, dailies consists of secondary data. The data collected are scrutinized, edited and tabulated. The data are analyzed using SPSS (Statistical Package for Social Science).

###### **4.3.2 Sampling Size and Design**

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of permanent workers in IOCL is 15000 employees. Totally 650 Questionnaires are distributed and 412 filled in questionnaire are collected, out of which 400 completed questionnaires are found usable. Hence the exact sample of the study is 400.

###### **4.3.3 Questionnaire Design**

The primary data are collected through questionnaire survey. The respondents are asked to give their opinion relating to the all crucial HRD elements: Implications of Employees towards HRD Practices and Perception of Employees towards HRD Practices. The first part of the Questionnaire comprises Demographic factors with optional questions. The second part includes statements relating to HRD Objectives, HRD Needs and HRD climate with Likert's 5 point scale. Some optional questions are included along with rating questions.

###### **4.3.4 Scaling Technique in the Questionnaire**

The questionnaire used comprises both optional type and Statements in Likert's 5 point scale. The responses of these sections are obtained from the employees of IOCL in the 5 point scale, which ranges as follows:

5 - Strongly agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree



**4.3.5 Statistical Tools for Analysis**

1. Parametric paired and One sample t-test.
2. One-way Analysis of Variance.
3. Factor analysis.
4. Cluster analysis.
5. Correlation analysis
6. Non-parametric chi-square analysis.

**4.4 Limitations of the Study**

The study has taken into account the non supervisory cadre of employees working in IOCL. The sample size of the study is restricted to 400 out of 15268 Permanent workers at non supervisory level. The study focuses mainly on the Implications of Permanent workers towards HRD practices/ system followed in IOCL.

**5. DATA ANALYSIS OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

The employees' perceptions towards HRD practices as well as other HRD systems are empirically studied in a detailed manner. Both parametric and non parametric statistical tools namely; t test, factor analysis, cluster analysis, chi square test, regression and ANOVA are exploited to fulfill the objectives of Employees' perception and Implications towards HRD Practice. The three cadres of employees responded to 10 variables of Employees perception towards HRD practices in Likert's 5 point scale. The applications of t test on these 10 variables brought the following results:

**Table 1: ONE-SAMPLE STATISTICS OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>SE Mean</b>
PER 1	400	1.4154	0.49341	0.02461
PER 2	400	1.5473	0.49838	0.02486
PER 3	400	1.4204	0.49424	0.02465
PER 4	400	1.4353	0.49642	0.02476
PER 5	400	1.6144	0.49243	0.02456
PER 6	400	4.2736	0.69537	0.03468
PER 7	400	3.7960	0.71198	0.03551
PER 8	400	3.2537	1.13230	0.05647
PER 9	400	3.2562	1.26393	0.06304
PER 10	400	3.4975	1.11496	0.05561

Source: Primary Data

From the above table 1 it is ascertained that the mean values range from 1.41 to 4.27 and standard deviation is consistent. The consistency of standard deviation alone designates the existence of t values in the following table 5.2



**Table 2: ONE-SAMPLE T-TEST FOR EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Limit	
					Lower	Upper
PER 1	-64.390	399	.000	-1.58458	-1.6330	-1.5362
PER 2	-58.444	399	.000	-1.45274	-1.5016	-1.4039
PER 3	-64.080	399	.000	-1.57960	-1.6281	-1.5311
PER 4	-63.196	399	.000	-1.56468	-1.6134	-1.5160
PER 5	-56.416	399	.000	-1.38557	-1.4339	-1.3373
PER 6	36.723	399	.000	1.27363	1.2055	1.3418
PER 7	22.417	399	.000	.79602	.7262	.8658
PER 8	4.493	399	.000	.25373	.1427	.3648
PER 9	4.064	399	.000	.25662	.1323	.3801
PER 10	8.947	399	.000	.49751	.3882	.6068

Source: Primary Data

From the above table 2 it is inferred that the employees perceive that training and development, recognition for employees work, grievance redressal mechanism, opportunities to continue in the organization and overall atmosphere in a positive manner. On the other hand, it is understood that the employees perceive the nature of work is not monotonous, interpersonal relationship in the organization pay and allowances, working environment management policies in pay and allowances, working environment management policies in a negative sense.

Factor analysis by principal component method is applied to reduce the variable into predominant factors. This paper comprises several elements with multifarious variables. These variables are reduced into predominant factors to reduce the data.

The present research encounters 10 variables of employees' perception towards HRD practices.

The following KMO table 3 is useful to check the adequacy of data for the data reduction.

**Table 3: KMO AND BARTLETT'S TEST FOR EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.546
SBartlett's Test of Sphericity	Approx. Chi-Square	368.802
	Df	45
	Sig.	.000

From the above table 3 it is found that the KMO value is .546 and Bartlett's Test of sphericity with chi square value is 368.802, clearly proved the sampling size is adequate to reduce the variable to predominate factors:

**Table 4: COMMUNALITIES FOR EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

	Initial	Extraction
PER 1	1.000	.635
PER 2	1.000	.700
PER 3	1.000	.529
PER 4	1.000	.479

PER 5	1.000	.130
PER 6	1.000	.673
PER 7	1.000	.628
PER 8	1.000	.570
PER 9	1.000	.736
PER 10	1.000	.642

Source: Primary Data

**Extraction Method: Principal Component Analysis**

It is understood from the above table 4 that the variance as lower limit is (.130) and upper limit is (.736). This shows that the variance is significant in explaining 10 variables on the implications of HRD.

**Table 5: VARIANCE OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

Component	Initial Eigen Values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.948	19.483	19.483	1.857	18.567	18.567
2	1.425	14.248	33.731	1.365	13.651	32.218
3	1.254	12.540	46.272	1.270	12.698	44.915
4	1.095	10.952	57.223	1.231	12.308	57.223
5	.989	9.886	67.109			
6	.885	8.848	75.957			
7	.740	7.400	83.357			
8	.669	6.689	90.046			
9	.596	5.959	96.005			
10	.399	3.995	100.000			

Source: Primary Data

Extraction Method: Principal Component Analysis.

The variance table 5.5 shown above specifies that the 4 factors have been derived out of 10 variables with indicated variable 18.567, 13.651, 12.698 and 12.308 exerted. The total variance by the 10 variables is 57.223.

**Table 6: IDENTIFICATION OF FACTORS OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

	Component			
	1	2	3	4
Per 9	.824			
Per 10	.796			
Per 8	.667			
Per 1		.768		
Per 7		-.737		
Per 2			.831	
Per 3			.465	
Per 5				
Per 6				-.732
Per 4				.682

Source: Computation based on Primary Data

**Extraction Method: Principal Component Analysis.**

**Rotation Method : Varimax with Kaiser Normalization.**

**PER : Employees Perception**

**(a) Rotation converged in 5 iterations.**

The above table 6 shows the first factor which comprises 3 variables of perception.

1. Enough opportunities are available to continue in the organization. .824
2. Overall atmosphere is favourable to improve my skill. (.796).
3. Grievance redressal mechanism is sound. (.667).

Therefore, these factors are suitably named as **Available Opportunity**.

The second factor comprises 2 variables of perception.

1. I perceive the nature of work is interesting and not leading to monotonous. (.768)
2. Employees are given recognition and respect for their work. (-.737)

Hence, these factors are suitably named as **Self Involvement**.

The third factor comprises 2 variables of perception.

1. I perceive, the interpersonal relationship in the organization is encouraging and co-operative. (.831)
2. The organization and management policies are acceptable. (.465)

Therefore, these factors are suitably named as **Acceptable Policies**.

The fourth factor comprises 2 variables of perception

1. Training and development programmes are enough to update my skill and knowledge.(-.773)
2. Pay and allowances are adequate. (.682)

Hence, these factors are suitably named as **Personal and Organizational Benefit**.

The employees in IOCL perceived that the HRD practices unleash available opportunities for them and make them to express their individual and organisational efficiency. The employees also perceived optimistic environment with acceptable policies which lead to personal and organizational benefit.

**Cluster Analysis of Employees Perception towards of HRD practices**

The perceptual difference among the employees over the employee perception towards of HRD practices is useful to segment them into heterogenous groups, which is achieved through the factor analysis. Segmentation of employees based on employee perception towards of HRD practices.

Factor analysis by principal component method identified four predominant factors namely: available opportunity, self involvement, acceptable policies and personal and organizational benefit. Among these factors, cluster analysis is applied and the following results are given in table 7

**Table 7: CLUSTER CENTERS OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

	Cluster		
	1	2	3
<b>Per 1</b>	1.53	1.42	1.21
<b>Per 2</b>	1.48	1.57	1.58
<b>Per 3</b>	1.58	1.35	1.36
<b>Per 4</b>	1.39	1.42	1.54
<b>Per 5</b>	1.56	1.60	1.73
<b>Per 6</b>	4.34	4.33	4.06
<b>Per 7</b>	3.53	3.86	4.04
<b>Per 8</b>	1.99	3.80	3.77
<b>Per 9</b>	2.18	4.25	2.45
<b>Per 10</b>	2.72	4.24	2.88

Source: Computed from Primary Data

From the above table 7 it is found that three clusters have their various cluster centers to distinguish strong, moderate and weak perceptions of employees towards HRD practices.

**Table 8: FREQUENCY OF CLUSTERS OF PERCEPTIONS OF HRD PRACTICES**

Cluster	No. of Respondents	%
<b>1</b>	120	30
<b>2</b>	196	49
<b>3</b>	84	21
	<b>400</b>	<b>100</b>

Source: Computed from Primary Data

From the above table 8 it is found that the first cluster of Perception consists of 30% weak in available opportunity, self involvement and acceptable policies. Therefore, this cluster is named as **Need to be improved**. The second cluster consists of 49% strong in Acceptable policies and so it is called as **Policy makers**. The third cluster consists of 21% strong in personal and organizational benefit. Hence, it is suitably named as **Beneficiaries**.

From the above analysis, it is ascertained that 30% of the employees need to improve themselves. The policy makers are strong in accepting the policies. Another cluster of employees are much benefitted through HRD practices of IOCL.

The K means cluster analysis and its classification, segmented the employees into predominant and heterogeneous groups. This segmentation of employees perception towards HRD practices and its respective associations are useful for the microscopic analysis.

#### **Sub Hypothesis**

There is no association between different types of employees and different clusters of Employees Perception towards HRD practices.

**Table 9: ASSOCIATION BETWEEN DIFFERENT TYPES OF EMPLOYEES AND DIFFERENT CLUSTERS OF EMPLOYEES PERCEPTION TOWARDS HRD PRACTICES**

Employees	Perception			Total	Chi square Value	Asymp. Sig. (2- sided)
	Need to be improved by employees	Policy makers	Beneficiary			
Senior	29	31	15	75	5.697(a)	.003
Middle	41	59	25	125		
Junior	50	106	44	200		
<b>Total</b>	<b>120</b>	<b>196</b>	<b>84</b>	<b>400</b>		

Source: Computed from Primary Data

From the above table 9 it is found that the maximum number of senior employees 41.33% is policy making nature but maximum the of middle cadre employees 47.2% are also policy making in their approach. Similarly 53% junior cadre employees are also meticulous in nature. The chi square value is 5.697, P value .003 are statistically significant at 5% level. Therefore, it can be concluded that there is an association between there is an association between senior, middle and junior cadre employees with their different Perceptions towards HRD practices.

**Association between Employees Perceptions of HRD practices and Attitude of Employees:** The application of K means cluster analysis revealed the Employees Perceptions of HRD practices namely: Need to be improved by employees, Policy makers and Beneficiary Employees related to the three clusters of Attitude of Employees namely: Productive Employees, Fragile Employees and Mechanical Employees are tested for association using chi square analysis of association and cross tabs.

**Table 10: ASSOCIATION BETWEEN EMPLOYEES PERCEPTIONS OF HRD PRACTICES AND ATTITUDE OF EMPLOYEES**

Perception	Attitude			Total	Chi square Value	Asymp. Sig. (2- sided)
	Productive Employees	Fragile Employees	Mechanical Employees			
Need to be Improved by employees	24	70	26	120	51.088 (a)	.000
By Policy makers	108	45	43	196		
By Beneficiary employees	33	26	25	84		
<b>Total</b>	<b>165</b>	<b>141</b>	<b>94</b>	<b>400</b>		

Source: Computed through Primary Data

**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices and Attitude towards HRD practices. From the above table 10 it is found that the maximum frequencies of the Employees Perception of HRD practices namely: Need to be improved by



employees, Policy makers and Beneficiary Employees related to the three clusters of Attitude namely: Productive Employees, Fragile Employees and Mechanical Employees. It is also found that chi - square value 51.088 P values .000 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is an association between the clusters of Perception of Employees towards HRD practices and Attitude towards HRD practices. It communicates that Perception of Employees and their Attitude towards HRD practices are mutually associated. Transparency and the communication are realized as the outcome of Implications of HRD practices in IOCL. The communication with trust and openness increased the confidence level of employees and make them to realize their responsibility.

**Table 11: ASSOCIATION BETWEEN EMPLOYEES PERCEPTION OF HRD PRACTICES AND ORGANIZATIONAL DEVELOPMENT**

Perception	Organisational Development			Total	Chi square Value	Asymp. Sig. (2- sided)
	Elevators	Team workers	Isolated employees			
Need to be Improved by employees	70	37	13	120	43.019 (a)	.000
By Policy makers	47	129	20	196		
By Beneficiary employees	27	45	12	84		
<b>Total</b>	<b>144</b>	<b>211</b>	<b>45</b>	<b>400</b>		

Source: Computed through Primary Data

**Association between Employees Perception of HRD practices and Organizational Development**

The application of K means cluster analysis revealed the Employees Perceptions of HRD practices namely: Need to be improved by employees, Policy makers and Beneficiary Employees to the three clusters of Organizational Development namely: Elevators, Team workers and Isolated Employees are tested for association using chi square analysis of association and cross tabs.

**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices to Organizational Development.

From the above table 11 it is found that the maximum frequencies of the Employees Perceptions of HRD practices namely: Need to be Improved by employees, Policy Makers and Beneficiary Employees related to the three clusters of Organizational Development namely: Elevators, Team workers and Isolated Employees. It is also found that chi - square value 43.019P values .000 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is an association between the clusters of Perception of Employees towards HRD practices and Organizational Development. It brings about that Perception of Employees towards HRD practices and Organizational Development are enormously contingent in envisaging the HRD sub systems. The employees perceived organizational Development is in their close proximity and can be achieved through HRD practices at junior, middle and senior level employees.

**Association between Perceptions of HRD practices and Employee Development**

The application of K means cluster analysis revealed the Employees Perceptions of HRD practices namely: Need to be improved by employees, Policy makers and Beneficiary Employees to the three clusters of Employee Development namely: Unenthusiastic Employees, Expecting Employees and Stratified Employees are tested for association using chi square analysis of association and cross tabs.

**Table 12: ASSOCIATION BETWEEN PERCEPTIONS OF HRD PRACTICES AND EMPLOYEE DEVELOPMENT**

Perception	Employee Development			Total	Chi square Value	Asymp. Sig. (2- sided)
	Unenthusiastic Employees	Expecting Employees	Stratified Employees			
Need to be Improved by employees	10	78	32	120	47.834 (a)	.000
By Policy makers	18	56	122	196		
By Beneficiary employees	13	28	43	84		
<b>Total</b>	<b>41</b>	<b>162</b>	<b>197</b>	<b>400</b>		

Source: Computed from Primary Data

**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices and Employee Development. From the above table 12 it is found that the maximum frequencies of the Employees Perceptions of HRD practices namely: Need to be Improved by employees, Policy Makers and Beneficiary Employees related to the three clusters of Employee Development namely: Unenthusiastic Employees, Expecting Employees and Stratified Employees. It is also found that chi - square value 47.834P values .000 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is an association between the clusters of Perception of Employees towards HRD practices and Employee Development. It denotes that Perception of employees towards HRD practices and their Development are totally dependent in nature. The perception of employees in IOCL is positive and optimistic over the HRD system. They felt their own development directly leans upon the organizational optimistic environment and fruitful system.

**Association between perceptions of HRD practices and Redressal of Grievances**

The application of K means cluster analysis revealed the Employees Perceptions of HRD practices namely: Need to be improved by employees, Policy makers and Beneficiary are related to the three clusters Redressal Grievances namely: Gratified Employees, Moderators and Cynical Employees are tested for association using chi square analysis of association and cross tabs.

**Table 13: ASSOCIATION BETWEEN PERCEPTIONS OF HRD PRACTICES AND REDRESSAL OF GRIEVANCES**

Perception	Redressal Grievance			Total	Chi square Value	Asymp. Sig. (2- sided)
	Gratified employees	Moderators	Cynical Employees			
Need to be Improved by employees	69	18	33	120	129.904	.000
By Policy makers	14	150	32	196		
By Beneficiary employees	21	48	15	84		
<b>Total</b>	<b>104</b>	<b>216</b>	<b>80</b>	<b>400</b>		

Source: Computed from Primary Data

**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices and Redressal of Grievances. From the above table 13 it is found that the maximum frequencies of the clusters namely: Need to be Improved by employees, Policy Makers and Beneficiary Employees of Perceptions of HRD practices related to the three clusters of Redressal Grievances namely: Gratified Employees, Moderators and Cynical Employees. It is also found that chi - square value 129.904 P values .000 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is an association between the clusters of Perception of Employees towards HRD practices and Redressal of Grievances. It clears that Perception of Employees towards HRD practices and Redressal of Grievances are extremely dependent in predicting the HRD sub systems. The employees in IOCL reached the point of culmination over effective Redressal mechanism of their Grievances. It creates confidence over top level and middle employees in their respective organization.

**Association between Perceptions of HRD practices and Training and Development**

The application of K means cluster analysis revealed the clusters namely: Need to be improved by employees, Policy Makers and Beneficiary Employees of Perceptions of HRD practices to clusters of Training and Development namely: Gratified Employees, Moderators and Cynical Employees are tested for association using Chi Square analysis of association and cross tabs.

**Table 14: ASSOCIATION BETWEEN PERCEPTIONS OF HRD PRACTICES AND TRAINING AND DEVELOPMENT**

Perception	Training			Total	Chi square Value	Asymp. Sig. (2- sided)
	Flawless Employees	Infallible Employees	Studios Employees			
Need to be Improved by employees	29	43	48	120	43.922 (a)	.000
Policy makers	91	81	24	196		
Beneficiary employees	45	27	12	84		
<b>Total</b>	<b>165</b>	<b>151</b>	<b>84</b>	<b>400</b>		

Source: Computed from Primary Data



**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices to Training and Development. From the above table 14 it is found that the maximum frequencies of the clusters namely: Need to be Improved by employees, Policy Makers and Beneficiary Employees of Perceptions of HRD practices related to the three clusters of Training and Development namely: Gratified Employees, Moderators and Cynical Employees. It is also found that chi - square value 43.922 P values .000 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is an association between the clusters of Perception of Employees towards HRD practices to Training and Development. It leads that Perception of Employees towards HRD practices to Training and Development are completely inter-twined. The Perception of employees on work environment leads to enthusiastic learning process. This creates the need for innovation training methods to increase individual and organizational efficiency.

**Association between Perceptions of HRD practices and Career Development**

The application of K means cluster analysis revealed the clusters namely: Need to be improved by employees, Policy Makers and Beneficiary Employees of Perceptions of HRD practices and three clusters of Career development namely: Bibbing Employees, Primitive Employees and Collective Employees are tested for association using Chi Square analysis of association and cross tabs.

**Table 15: ASSOCIATION BETWEEN PERCEPTIONS OF HRD PRACTICES AND CAREER DEVELOPMENT**

Perception	Career development			Total	Chi square Value	Asymp. Sig. (2-sided)
	Bibbing employees	Primitive Employees	Collective Employees			
Need to be Improved by employees	64	24	32	120	2.993 (a)	.559
By Policy makers	90	52	54	196		
By Beneficiary employees	42	23	19	84		
<b>Total</b>	<b>196</b>	<b>99</b>	<b>105</b>	<b>400</b>		

Source: Computed from Primary Data

**Sub Hypothesis**

There is no association between clusters of Perception of Employees towards HRD practices to Career development. From the above table 15 it is found that the maximum frequencies of the Perception of Employees towards HRD practices namely: Need to be Improved by employees, Policy Makers and Beneficiary related to the three clusters of Career development namely: Bibbing Employees, Primitive Employees and Collective Employees. It is also found that chi - square value 2.993 P values .559 are statistically insignificant at 5% level. It also shows that the hypothesis is accepted at 5% level and concluded that there is no association between the clusters of Perception of Employees towards HRD practices to Career development. It is inferred that Perception of employees contradicts with Career Development. The employees Perception in the organization is not significant in elevation career of the employees. The employees perceived that

the HRD practices create a collective development in the organization without a particular focus towards employee's career.

**REGRESSION ANALYSIS**

Regression analysis is useful in this situation to find the perception of employees towards HRD practices. It determines how the various HRD sub-systems predict the employees perception towards HRD practices over the employees.

**Impact of HRD subsystems on Employees Perception**

**Table 16: Employees perception model summary**

Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.874(a)	.764	.754	2.42334

a. Predictors : (Constant)

Source: Computed on the basis of Primary Data

**Table 17: ANOVA(b)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1293.651	3	431.217	73.429	.000(a)
Residual	399.335	68	5.873		
Total	1692.986	71			

a. Predictors: (Constant), IMP- implication, OD organizational development, ATT- attitude

b. Dependent Variable: PER – Employees perception

Source: Computed on the basis of Primary Data

**Table 18: Coefficients (a)**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std.	Beta		
1	Constant	12.912	1.963		6.579	.000
	IMP	1.445	.389	.264	3.718	.000
	OD	3.473	.284	.753	12.247	.000
	ATT	2.670	.421	.468	6.349	.000

Dependent Variable: PER

From the tables 16, 17 and 18 it is inferred that the Linear Multiple Regression for the dependent variable namely employees perception clearly reveals that the independent variables IMP, OD and ATT record 76.4 percent variation over employees perception. It is found that the employees perception (R – square .764), the F-value of regression 73.429 are highly significant and the t values of three variables 3.718, 12.249, 6.349 respectively are highly significant. Hence it is inferred that the HRD practices at the senior cadre increased the efficiency of the organisation.

In this segment, regression analysis has been applied to analyse the iOCLuence of HRD subsystems on employees perception in IOCL.

**Impact on Employees Perception**

**Table 19: Employees perception model summary**

Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.899(a)	.809	.807	1.43213

a. Predictors: (Constant), Training- TD

Source: Computed from Primary Data

**Table 20: ANOVA (b)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1283.847	1	1283.847	625.964	.000(a)
Residual	303.547	148	2.051		
Total	1587.393	149			

b. Dependent Variable: PER

Source: Computed from Primary Data

**Table 21: Coefficients (a)**

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std.	Beta		
1 (Constant)	4.014	.579		6.936	.000
Training	1.200	0.48	.899	25.019	.000

a. Dependent Variable: PER

Source: Computed from Primary Data

From the tables 19, 20 and 21 it is found that the HRD element training gives the contribution of variance 80.9 percent of the total variance in the employees perception (R - square =0.809) and (F = 625.964, t = 6.936 )in the coefficient table. So it is concluded that the training to the junior level employees increased the efficiency of the organisation significantly.

**Analysis of Variance**

The analysis of variance is very important in this context to identify perceptual differences among junior, middle and senior cadre employees towards HRD practices. The application of ANOVA and also the interpretations are presented as follows.

**Sub Hypothesis**

There is a significant difference among all the three cadres of employees with respect to their perception towards HRD practices.

In IOCL the three types of non supervisory level employees exhibited their opinion transparent regarding their perception towards HRD practices. The application of one way analysis of variance segmented their Perception in the following manner.

**Sub Hypothesis**

**There is no significant difference among all three cadres of employees perception towards the HRD practices**

**Table 22: DESCRIPTIVE OF THREE CADRES OF EMPLOYEES**

	N	Mean	SD	SE
1	75	3.5867	.49575	.05724
2	125	3.4080	.49344	.04413
3	200	3.3650	.48264	.03413
<b>Total</b>	<b>400</b>	<b>3.4200</b>	<b>.49418</b>	<b>.02471</b>

Source: Computed from Primary Data

**Table 23: ANOVA FOR PERCEPTION TOWARDS HRD PRACTICES**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.706	2	1.353	5.671	.004
Within Groups	94.734	399	.239		
Total	97.440	399			

Source: From Primary Data

From the above tables 22 and 23 it is found that F value = 5.671, P 0.004 are statistically significant at 5% level. It infers that the 3 different cadres of employees differ in their opinion on HRD practices. The descriptive table ascertain that the junior employees perceived the HRD practices (mean= 3.5867) optimistically then the junior cadre of non supervisory employees (Mean = 3.3650). These indicated the Hypotheses is rejected at 5% level and concluded that senior, middle and junior cadre employees differ in their perception towards HRD Practices in IOCL.

There is a significant difference among all three cadres of employees perception towards HRD practices.

## 6. CONCLUDING FINDINGS

### 6.1 Findings

The paper has been presented with the following findings:

- It is found that out of the total samples, 46.5 percent of employees are between the age group of 20-30 years and 29.25 percent of employees are between the age group of 31-40 years. It indicates that maximum number of experienced employees is working in IOCL. Among the samples selected for the study, 83 percent of male and 17 percent female employees work in IOCL. Gender is considered to be fair and adequate in respect of non – supervisory cadre in IOCL. It is also brought out nearly 50 percent of the employees are technically qualified. It shows that the employees are capable of handling any type of new environmental and technological challenges.
- The t test revealed that the IOCL employees agreed for the good career of learning process and interpersonal relationship. Employees have moderate satisfaction towards job responsibilities and atmosphere of trust and openness.
- It is found that 25% of IOCL employees are weak in learning process and knowledge growth. 37% of them are highly gregarious and have personal interaction with their colleagues. The remaining 38% are meticulous in learning and quality maintenance. On the whole 75% of the non-supervisory cadres of employees are found efficient.
- Maximum number of senior cadre employees is meticulous and around 50% of middle level employees are friendly in nature and 40.5% junior employees are perfect in the duty due to rigorous implications of HRD practices.

- e. Implications of HRD practices optimistically do change the attitude of employees towards constructive development. The rigorous HRD practices in IOCL are highly significant in creating optimistic Organizational Development.
- f. As far as perception of HRD practices in IOCL are concerned, the employees optimistically perceived the training and development programs, recognition of employees and grievance redressal mechanism.
- g. In IOCL, the non supervisory employees are segmented into 3 heterogeneous categories. It is found that 30% of the employees demand the improvement in the management system of IOCL. It is further ascertained that 49% of employees are satisfied with policy makers of IOCL and 21% are culminated with maximum benefits of IOCL.
- h. The percentage analysis revealed that 41% of senior employees involve themselves in policy decisions and 47% of middle cadre employees like the policy making approach of IOCL. It is also found that 53% of junior cadre employees in IOCL are meticulous in their work place to learn new things.
- i. There is a deep association between senior, middle and junior cadre of employees and their perceptual difference over the HRD practices.
- j. The cluster analysis revealed that 36% of the employees are elevators, 52.75% are team workers and 11.25% are totally isolated themselves for their organizational development.
- k. In training and development programmes 26% of employees are perfect in the learning process, 54% are perfect in learning and implementation process and 20% of the employees are highly studious in learning the innovative methods.
- l. It is also found that 41.25% are gratified by redressal mechanism of IOCL and 37.5% are moderately satisfied where as 21% are highly cynical.
- m. It is found that 49% are bibbers, 24.75% are primitive in nature and 26.25% are weak and unenthusiastic in their personal growth.

## **6.2 Suggestions**

- a. In IOCL the implications of HRD practices derived weak promotional policies. Therefore, the implications of HRD practices must be focused to revamp the promotional policies and frame suitable work environment for sharing the employee's opinion optimistically. The analysis revealed the disagreement of knowledge of the employees and increase in the individual efficiency. Therefore, IOCL must practice rigorous HRD practices to develop knowledge sharing among the employees and their individual skills.
- b. The employees do not have positive attitude towards the grievances redressal mechanism. Hence, it is suggested that a separate grievance cell department to be set up to solve all the issues pertaining to employees grievances.
- c. The overall Organizational Development in IOCL is positive and acceptable to the employees. In order to make it more productive, the organizational set up should evaluate the employee's development programmes periodically in a constructive manner.
- d. The employees have moderate agreement over the redressal mechanism and time for disposal of grievances. It leads to the suggestions of improving the organizational policies towards non supervisory employees to solve their grievances dynamically.

### **6.3 Conclusion**

On the basis of the results obtained from the study, it is concluded that the HRD practices followed by IOCL have deep impact on workers psychology and motivate the workers towards their job in a commendable manner. The IOCL is updating its technology in order to cope up with the latest developments that take place in various organizations. IOCL is performing various welfare activities keeping in mind the employees development.

### **7. SCOPE FOR FURTHER RESEARCH**

Detailed study on the employees' perception and attitude towards HRD practices and its impact on individual and organization opened the fascinating vistas that could be explored analytically for further research. A separate study may be taken to identify the difficulties encountered in implementing HRD practices in the organizations in Indian context. A comparative study is advisable between HRD practices in the public and private sector organization to ascertain various technologies involved in the suitable climate conversion process.

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