



A Study on Perception of Employees towards Human Resource Development System in Indian Industrial Organizations (A Case Study of National Fertilizers Limited)

Mukesh Kumar Jain*

Department of Commerce, M.M.H. College, Ghaziabad (U.P.), India
Email Id: mkj.1962@gmail.com

Abstract

Management of an organization plays an important role in designing Human Resource policies and their execution. Human Resource policies of an organization are mainly based on top management's assumption about people working in the organization. It reflects the attitude of the top management about the 'people'. Human Resource Development (HRD) is somehow related with the type of approach and commitment of the top management towards its people. Human Resource Development (HRD) has been given due importance by all the organizations in India as it aims at developing all the employees of an organization in a planned manner to acquire and apply their existing capabilities as well as their inner potentials. 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.

Key Words: Perception of the Employees, HRD Climate, People as Assets, Willingness, Commitment, Trust etc.

Abbreviations: National Fertilizers Limited (NFL), Human Resources (HR), Human Resource Development (HRD), and Perception (PER).

PAPER/ARTICLE INFO

RECEIVED ON: 18/08/2016

ACCEPTED ON: 08/09/2016

Reference to this paper should be made as follows:

Mukesh Kumar Jain (2016), "A Study on Perception of Employees towards Human Resource Development System in Indian Industrial Organizations (A Case Study of National Fertilizers Limited)", *Int. J. of Trade and Commerce-IIARTC*, Vol. 5, No. 2, pp. 239-262

*Corresponding Author

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 will 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 be 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 or organizational development purposes and develop an organization culture where superior-subordinate relationships, team work and collaboration among different sub-units 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 who 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 paper focuses on the perception of the employees towards Human Resources Development Practices in National Fertilizer Limited, company operated in Public Sector.

2. REVIEW OF LITERATURE

Following the introduction, this section 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 organized as follows. HRD Practices; Organisational Development; Employee Development; Training Development; and Career Development

2.1 HRD Practices

Eduardo Tomé (2009)⁽¹⁾ in the study on **the evaluation of HRD: a critical study with applications** analysed critically the most important methods that are used in the evaluation of Human Resource Development (HRD) the approach is to ask two questions: What are the methods available to define the impact of HRD in the economy? The implications are that the conditions that underline the existence of HRD programs define the type of evaluation that is used. The results of this study put the evaluation problem in a new perspective. It explains the difference between methodologies (results and impacts) and scientific fields used (public administration, social policy, HRD, KM, IC, microeconomics, HR economics) by the type of person responsible: public administrator, private manager, HRD expert, knowledge manager, IC expert, micro economist.

Jason B. Moats and Gary N. McLean (2009)⁽²⁾ in their research on **Speaking Our Language: The Essential Role of Scholar-Practitioners in HRD** indicated that a gap is perceived to exist between scholars and practitioners that is continually exacerbated by failures to develop fully opportunities for collaboration. This article explores ways that through interpretation, scholar-practitioners may be able to bridge this gap between scholars and practitioners. The authors suggest ways in which scholar-practitioners can act to (a) improve collaboration between scholars and practitioners and (b) improve the dissemination of the knowledge created by and for scholars and practitioners. The article concludes by asserting that HRD has much to do to identify the innovative practices that truly help organizations it serves.

Fredrick Muyia Nafukho, Richard T. Roessler, and Kit Kacirek (2010)⁽³⁾ 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)⁽⁴⁾ 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.

2.2 Organizational Development

Jordi Trullen¹ and Jean M. Bartunek (2007)⁽⁵⁾ in their study on **What a Design Approach offers to Organization Development** described characteristics of design science as a type of organization development (OD) intervention and as an approach to actionable theorizing. The authors discuss ways that design science approaches are typically but not necessarily consistent with OD’s values as well as the types of intervention motors they typically use. That is, they often reflect humanistic values, but they need not necessarily do so.

2.3 Employee Development

Brad Shuck and Karen Wollard (2010)⁽⁶⁾ 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.

Bob Calkin (2009)⁽⁷⁾ 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.

2.4 Training and Development

Daniel A. Weissbein, Jason L. Huang, J. Kevin Ford and Aaron M. Schmidt (2010)⁽⁸⁾ in their study on **Influencing Learning States to Enhance Trainee Motivation and Improve Training Transfer** examined a pre training intervention to enhance transfer of training. The learning-state analog of locus of control was the target for intervention designed to impact motivation to learn which in turn would affect knowledge acquisition and the amount of post training practice. Results supported our research model in that the pre training intervention impacted individuals’ internal, controllable attributions (i.e., belief that success is due to effort and strategy).

Staples and Justin Gregory (2010)⁽⁹⁾ 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.

2.5 Career Development

Linda M. Hite and Kimberly S. McDonald (2008)⁽¹⁰⁾ in their study on **A New Era for Career Development and HRD** indicated that Career development (CD), long considered a primary function of HRD, has been eclipsed in recent years by changing employer – employee loyalties, increasing interest in portable careers, and the growing importance of subjective career goals.

Appa Rao, Narayana and Murty (2014)⁽¹¹⁾ 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)⁽¹²⁾ 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.

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⁽¹³⁾. 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

National Fertilizers Limited (NFL) is one of the largest manufacturing industries in public sector. The economic environment has posed new challenges as well as opportunities to the manufacturing industries in India. To survive in an intensively competitive market, NFLs 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, NFL is duty bound to practice rigorous HRD practices. The study aims at finding out the perception and attitude of the employees in NFL. 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 NFL. 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 NFL.

The total manpower of the NFL consists of 3583 employees and they are broadly classified into two categories namely Managerial including Supervisors and Workers including others (Contract Bases):

1. Employees who come under Managerial/ Supervisory grade are as follows:
Managerial : 120
Supervisory : 268
2. Workers including Others (Contract bases) 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	1912
Unskilled	356
Others (Contract Basis)	284
Total	2552

3.1 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 NFL to create a favourable organizational climate in order to get effective HRD system in the unit.

3.2 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.

3.3 Methodology of Study

3.3.1 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).

3.3.2 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 NFL is 2268 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. Therefore the Sample size is 17.6%.

3.3.3 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.

3.3.4 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 NFL in the 5 point scale, which ranges as follows:

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

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.

3.4 Limitations of the Study

The study has taken into account the non supervisory cadre of employees working in NFL. The sample size of the study is restricted to 400 which out of 2268 Permanent workers at non supervisory level. The study focuses mainly on the Implications and Perception of Permanent workers towards HRD practices/system followed in NFL.

4. ANALYSIS OF EMPLOYEES IMPLICATIONS OF HRD PRACTICES

The implication of the HRD practices are analyzed in microscopic manner by applying the following statistical tools namely: t test, factor analysis, cluster analysis chi square test, regression and ANOVA.

The three cadres of employees responded to 11 variables of HRD practices in likerts 5 point scale. The applications of t test on these 11 variables brought the following results:

Table 1: One-Sample Statistics of the Implications of HRD Practices

Implication	N	Mean	S.D.	S.D. Mean
IMP 1	400	3.5920	1.25252	0.06247
IMP 2	400	3.8905	0.97242	0.04850
IMP 3	400	3.2289	1.29159	0.06442
IMP 4	400	3.4701	1.74149	0.08686
IMP 5	400	4.2289	0.78156	0.03898
IMP 6	400	1.8425	0.64710	0.03236
IMP 7	400	1.9300	0.69014	0.03451
IMP 8	400	3.6194	0.95367	0.04770
IMP 9	400	4.0423	0.91847	0.04581
IMP 10	400	1.2861	0.45249	0.02257
IMP 11	400	1.5075	0.50057	0.02497

Source: Primary data used

From the above the table 1 it is found that the mean values range from 1.28 to 4.22 and standard deviation are also consistent. The consistency of standard deviation alone designates the existence of t test values in the following table 2

The t values given in the table 2 are all statistically significant at 5% level. There is a peculiarity for the variables 6, 7, 10 and 11 because they possess negative t values. These indicate that the 3 cadres of employees strongly agree that they are able to learn through their career and their interpersonal relation is considerably increased due to introduction of HRD practices. The same employees moderately agree, the increase in job responsibilities, attainment of job satisfaction, atmosphere of Trust and openness, canalization potentialities and frequent training programmes. The 3 cadres of the employees differ on promotional policies, acceptance of suggestions from employees, increase in knowledge and significant increase in individual efficiency.

Table 2: One-Sample T-Test for Implications of HRD Practices

Implication	T	df	Sig. (2 tailed)	Mean Difference	95% Confidence Interval of the Difference	
IMP 1	9.477	399	0.000	0.59204	0.4692	0.7148
IMP 2	18.362	399	0.000	0.89055	0.7952	0.9859
IMP 3	3.553	399	0.000	0.22866	0.1022	0.3555
IMP 4	5.413	399	0.000	0.47015	0.2994	0.6409
IMP 5	31.525	399	0.000	1.22886	1.1522	1.3055
IMP 6	-35.775	399	0.000	0.99502	0.9094	1.0807
IMP 7	-31.008	399	0.000	0.31343	0.1925	0.4344
IMP 8	12.986	399	0.000	0.61940	0.5256	0.7132
IMP 9	22.753	399	0.000	1.04229	0.9522	1.1323
IMP 10	-75.945	399	0.000	-1.71393	-1.7583	-1.6696
IMP 11	-59.783	399	0.000	-1.49254	-1.5416	-1.4435

Source: Primary data used

Factor analysis of Implications of HRD practices

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

The present research encounters 11 variables of Implications of HRD practices. The application of factor analysis derived the following results.

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 Implications of HRD Practices

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.590
Bartlett's Test of Sphericity	Approx. Chi-Square	399.643
	df	55
	Sig.	0.000

Source: Primary data used

From the above table 3 it is found at KMO value is .590 and Bartlett's Test of sphericity with chi square value is 399.643. It clearly proved that the sampling size is adequate to reduce the variable to predominant factors.

Following communality table 4.4 indicates the variable exhibited by 11 variables.

Table 4: Communalities Table for Implications of HRD Practices

Implication	Initial	Extraction
IMP 1	1.000	0.602
IMP 2	1.000	0.213
IMP 3	1.000	0.677
IMP 4	1.000	0.466
IMP 5	1.000	0.607
IMP 6	1.000	0.593
IMP 7	1.000	0.665
IMP 8	1.000	0.459
IMP 9	1.000	0.636
IMP 10	1.000	0.521
IMP 11	1.000	0.464

Source: Primary data used

Extraction Method: Principal Component Analysis

From the above table 4 it is found that the variance as lower limit is 0.213 and upper limit is 0.677. These show that the variance is significant in explaining 11 variables on the Implications of HRD.

The below total variance table 5 indicated 4 factors have been derived out of 11 variables with indicated variable 15.097, 14.571, 12.992 and 10.998 exerted. The total variance by the 11 variables is 53.65.

Table 5: Variance of Implications of HRD Practices

Implication	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative % of Variance	Total	% of Variance	Cumulative % of Variance
IMP 1	2.046	18.598	18.598	1.661	15.097	15.097
IMP 2	1.607	14.607	33.205	1.603	14.571	29.668
IMP 3	1.240	11.275	44.480	1.429	12.992	42.660
IMP 4	1.009	9.177	53.657	1.210	10.998	53.658
IMP 5	0.995	9.048	62.705			
IMP 6	0.893	8.115	70.820			
IMP 7	0.847	7.697	78.517			
IMP 8	0.700	6.366	84.883			
IMP 9	0.631	5.736	90.619			
IMP 10	0.543	4.941	95.560			
IMP 11	0.489	4.440	100.000			

Source: Primary data used

Extraction Method: Principal Component Analysis

Table 6: Identification of Factors of Implications of HRD Practices

Implication	Component			
IMP 3	0.806			
IMP 7	0.778			
IMP 2	0.403			
IMP 9		0.793		
IMP 6		0.570		
IMP 4		0.531		
IMP 5			0.776	
IMP 11			0.537	
IMP 8			0.443	
IMP 10				0.683
IMP 1				0.616

Source: Primary data used

Extraction Method : Principal Component Analysis.

Rotation Method : Varimax with Kaiser Normalization.

IMP : Implications of HRD practices

(a) Rotation converged in 10 iterations.

Table 6 reveals that there are four factors of Implications of HRD practices and the first factor consist of 3 variables of Implications:

1. HRD created the atmosphere of trust and openness. (8.06)
2. Suggestions of employees are playing vital role in the key decisions of the organizations. (.778)
3. The job satisfaction is attained through HRD measures. (.403)

Therefore these factors are suitably named as **Transparent Implications**.

The second factor comprises 3 variables of Implications

1. Inter personal relations are increased after the introduction of HRD. (.793)
2. Promotion policy is refined and well cultured.(.570)
3. Employees' potential are canalized and utilized properly. (.531)

Hence these factors are suitably named as **Personal Interaction**. The third factor comprises 3 variables of Implications:

1. Employees are made to learn through their career (.778).
2. HRD helps in increasing individual efficiency of the employees (.637).
3. Frequent training programs are organized by the management (.443).

So these factors are suitably named as **Learning Process**.

The fourth factor comprises 2 variables of Implications

1. Knowledge of the employees increased considerably (.683).
2. HRD increases the responsibilities (.616)

Therefore, these factors are suitably named as **Knowledge Growth**.

On the whole it is concluded that the implications of employees towards HRD practices obtained its momentum through transparency, and personal interaction of employees. The learning process of employees depends upon knowledge growth and opportunities open to the employees.

Cluster Analysis of Implications of HRD practices

The perceptual difference among the employees over the implication of HRD practices is useful to segment them into heterogenous groups, which is achieved through the factor analysis.

Segmentation of employees based on Implications of HRD practices.

Factor analysis by principal component method identified four predominant factors namely: Transparent Implications, Personal Interaction, Learning Process and Knowledge Growth. Among these factors, cluster analysis is applied and the following results are given in table 7

Table 7: Cluster Centers of Implication of HRD Practices

Implication	Clusters		
	1	2	3
IMP 1	4.29	2.38	4.32
IMP 2	3.61	3.85	4.13
IMP 3	2.05	3.00	4.24
IMP 4	2.86	3.18	3.90
IMP 5	4.41	4.31	4.03
IMP 6	3.95	3.77	4.25
IMP 7	1.94	3.74	3.81
IMP 8	3.19	3.86	3.67
IMP 9	4.12	3.53	4.49
IMP 10	1.46	1.21	1.24
IMP 11	1.58	1.63	1.34

Source: Primary data used

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

Table 8: Frequency of Clusters of Implications of HRD Practices

Clusters	No. of Respondents	% of Respondents
1	100	25.0
2	148	37.0
3	152	38.0
Total	N = 400	100.0

Source: Primary data used

From the above table 8 it is found that the first cluster consists of 100 employees that are 25% weak in Learning Process and Knowledge Growth. Therefore, this cluster is called as **Lethargic Employees**. The strong group consists of 148 that are 37% of this group strong in factor of personal interaction. Therefore, this group is known as **Gregarious Employees**. The third group is a composition of strong qualities of transparent implications and learning process. This cluster consists of 152 employees that is 38%. Therefore, this employee cluster is appropriately named as **Meticulous Employees**.

As far as implications of HRD practices in NFL are concerned it is found that gregarious and meticulous employees are benefited due to the implications of HRD practices. There are still lethargic employees prevail in the work environment. The K means cluster analysis and its classification, segmented the employees into predominant and heterogeneous groups. This segmentation of implication of HRD practices and its respective associations are useful for the micro-scopic analysis.

Sub Hypothesis

There is no association between different cadres of employees and different clusters of implications of HRD practices.

From the below 4.9 table it is found that the maximum number of senior employees of 40% is meticulous nature but 45.6% middle cadre employees are gregarious in their approach. Similarly, 40.5% of junior cadre employees are also meticulous in nature. The chi-square value is 6.276, P value .009 are statistically significant at 5% level. Therefore, it can be concluded that there is an association between senior, middle and junior cadre employees with their different implications towards HRD practices.

The application of K means cluster analysis on the 8 factors of HRD practices segmented the sample unit into heterogeneous groups. These factors are dependent nature and there is an interrelationship among them. These relationships can be derived through both parametric and non-parametric approach. It also tells the degree of relationship and proximity among the various factors.

Table 9: Association between Different Cadre of Employees and Different Clusters of Implications of HRD Practices

Different cadre of employees	Implication			Total	Chi-square Value	Asymp. Sig
	Lethargic Employees	Gregarious Employees	Meticulous Employees			
Senior	18	27	30	75	0.276 (a)	0.009
Middle	27	57	41	125		
Junior	55	64	81	200		
Total	100	148	152	400		

Source: Primary data used

Association between Implications of HRD practices and Perception of Employees

The application of K means cluster analysis revealed the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees are related to the three clusters of Perception namely: Need to be improved by employees, Policy makers and Beneficiary employees are tested for association using Chi Square analysis of association and cross tabs.

Table 10: Association between Implications of HRD Practices and Perception of Employees

Implications of HRD practices	Perception			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Need to be improved by employees	Policy makers	Beneficiary			
Lethargic Employees	31	40	29	100	8.678 (a)	0.077
Gregarious Employees	50	73	25	148		
Meticulous Employees	39	83	30	152		
Total	120	196	84	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Perception of Employees towards HRD practices.

From the above table 10 it is found that the maximum frequencies of the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees are related to the three clusters of perception namely: Need to be improved by employees, policy makers and Beneficiary employees. It is also found that chi - square value 8.678. P values 0.077 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 clusters of Implications towards HRD practices and Perception of the employees towards HRD practices. It implies that Implications towards HRD practices and their employee’s Perception towards HRD practices are absolutely independent in predicting the HRD sub systems.

Association between Implications of HRD practices and Attitude Employees

The application of K means cluster analysis revealed the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees 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 11: Association between Implications of HRD Practices and Attitude of Employees

Implications of HRD practices	Attitude of Employees			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Productive	Fragile	Mechanical			
Lethargic Employees	47	31	22	100	21.798 (a)	0.000
Gregarious Employees	40	61	47	148		
Meticulous Employees	78	49	25	152		
Total	165	141	94	400		

Source: Primary data used



Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Attitude of Employees towards HRD practices.

From the above table 11 it is found that the maximum frequencies of the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees related to the three clusters of attitude namely: Productive Employees, Fragile Employees and Mechanical Employees. It is also found that chi - square value 21.798 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 close relationship between the clusters of implications towards of HRD practices and attitude of employees. Further it is interpreted that the Implications of HRD practices optimistically change the attitude of employees forms constructive development.

Association between Implications of HRD practices and Employees Perception and Attitude towards Organizational Development

The application of K means cluster analysis revealed the Implications towards HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees to the three clusters of Perception and Attitude towards Organizational Development namely: Elevators, Team workers and Isolated Employees are tested for association using chi-square analysis of association and cross tabs.

Table 12: Association between Implications of HRD practices and Employees Perception and Attitude towards Organizational Development

Implications of HRD practices	Organisational Development			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Elevators	Team workers	Isolated employees			
Lethargic Employees	44	48	8	100	14.039 (a)	0.007
Gregarious Employees	62	68	18	148		
Meticulous Employees	38	95	19	152		
Total	144	211	45	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Perception and Attitude towards Organizational Development.

From the above table 12 it is ascertained that the maximum frequencies of the Implications towards HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees related to the three clusters of Organizational Development namely: Elevators, Team workers and Isolated Employees. It is also found that chi - square value 14.039 and P values .007 are statistically significant at 5% level. It also shows that the hypothesis is rejected at 5% level and concluded that there is a deep association between Implications of HRD practices and Organizational Development. The rigorous HRD practices in NFL are highly significant in creating optimistic Organizational Development.

Association between Implications of HRD practices and Employees Perception and Attitude towards Employee Development

The application of K means cluster analysis revealed the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous 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 13: Association between Implications of HRD Practice and Employees Perception and Attitude towards Employee Development

Implications of HRD practices	Employee Development			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Unenthusiastic Employees	Expecting Employees	Stratified Employees			
Lethargic Employees	10	48	42	100	10.323 (a)	0.035
Gregarious Employees	18	65	65	148		
Meticulous Employees	13	49	90	152		
Total	41	162	197	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Perception and Attitude towards Employee Development.

From the above table 13 it is found that the maximum frequencies of the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous employees related to the three clusters of Employee Development namely: Unenthusiastic Employees, Expected Employees and Stratified Employees. It is also derived that chi - square value 10.323. P values 0.035 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 clusters of Implications towards HRD practices and Perception and Attitude towards Employee Development. In NFL the implications of HRD practices are perceived by the employees for their increase in individual efficiency, organizational efficiency and attitudinal changes. The rigorous practice of HRD implicates radical changes in the negative attitude and converts them on to systematic productivity.

Association between Implications of HRD practices and Employees Perception and Attitude towards Redressal of Grievance

The application of K means cluster analysis revealed the clusters namely: Lethargic Employees, Gregarious Employees and Meticulous Employees of Implications of HRD and three clusters of Redressal of Grievances namely: Gratified employees, Moderators and Cynical Employees are tested for association using chi-square analysis of association and cross tabs.

Table 14: Association between Implications of HRD Practices and Employees Perception and Attitude towards Redressal of Grievance

Implications of HRD practices	Redressal Grievances			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Gratified Employees	Moderators	Cynical Employees			
Lethargic Employees	26	51	23	100	39.605 (a)	0.000
Gregarious Employees	50	55	43	148		
Meticulous Employees	28	110	14	152		
Total	104	216	80	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Perception and Attitude towards Employee Development.

From the above table 14 it is found that the maximum frequencies of the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees related to the three clusters of Redressal of Grievances namely: Gratified employees, Moderators and Cynical Employees. It is also found that chi – square value 39.605. P values .000 are statistical significant at 5% level. It also shows that the hypothesis is rejected at 5% level and conclusion derived that there is an association between clusters of Implications towards HRD practices and Employees Perception and Attitude towards Redressal of Grievances. From the above analysis, it shows that there is interrelationship between clusters of Implications of HRD practices and Redressal of Grievances. It is found that the total Implications of HRD practices emancipated the outcome in the form of employees’ development within the framework of work environment.

Association between Implications of HRD practices and Employees Perception and Attitude towards Training and Development

The application of K means cluster analysis revealed the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees to the three clusters of Training and Development namely: Flawless employees, Infallible employees and Studious employees are tested for association using chi-square analysis of association and cross tabs.

Table 15: Association between Implications of HRD Practices and Employees Perception and Attitude towards Training and Development

Implications of HRD practices	Training and Development			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Flawless Employees	Infallible Employees	Studious Employees			
Lethargic Employees	47	37	16	100	19.836 (a)	0.001
Gregarious Employees	53	47	48	148		
Meticulous Employees	65	67	20	152		
Total	65	151	84	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices to Perception and Attitude towards Training and Development.

The above table 15 shows that the maximum frequencies of the Implications of HRD practices namely Lethargic Employees, Gregarious Employees and Meticulous Employees related to the three clusters of Training and Development namely: Flawless employees, Infallible employees and Studious employees. It is also cleared that chi – square value 19.836 and P values .001 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 clusters of Implications towards HRD practices and Employees Perception and Attitude towards Training and Development. It entails that Implications towards HRD practices to their Employees Perception and Attitude towards Training and Development are totally dependent. The HRD practices in NFL compelled them to venture into the innovative learning process and identify skills to acquire next higher job.



Association between Implications of HRD practices on Employees Perception and Attitude towards Career Development.

The application of K means cluster analysis revealed the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees to the 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 16: Association between Implications of HRD Practices on Employees Perception and Attitude towards Career Development

Implications of HRD practices	Career Development			Total	Chi-square Value	Asymp. Sig. (2-sided)
	Bibbing Employees	Primitive Employees	Collective Employees			
Lethargic Employees	46	22	32	100	2.411 (a)	0.661
Gregarious Employees	75	38	35	148		
Meticulous Employees	75	39	38	152		
Total	196	99	105	400		

Source: Primary data used

Sub Hypothesis

There is no association between clusters of Implications towards HRD practices and Perception and Attitude towards Career Development.

From the above table 16 it is found that the maximum frequencies of the Implications of HRD practices namely: Lethargic Employees, Gregarious Employees and Meticulous Employees related to the three clusters of Career Development namely: Bibbing employees, Primitive employees and Collective employees. It is also found that chi-square value 2.411 and P values .661 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 of Implications of HRD practices and Career Development. The HRD practices and their effectiveness do not create direct impact on Career Development, Career Planning and Career Elevation of employees in NFL. The main aim of HRD practices is achieved in NFL through the increase in the organizational efficiency and productivity, whereas it does not directly create impact over the growth of career of the employees.

5. REGRESSION ANALYSIS

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

Impact of HRD sub-systems on the effectiveness of variables among senior employees

(i) Impact of HRD practices on implication of employees.

Table 17: Implication of Employees Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.745 (a)	0.555	0.535	2.94560

Source: Primary data used

IMP - Implication of HRD practices

Table 18: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	734.438	3	244.813	28.215	0.000 (a)
	Residual	590.007	68	8.677		
	Total	1324.444	71			

Source: Primary data used

a. Predictors: (Constant) ED, TD, OD

b. Dependent Variable: IMP - Implication of employees

From the tables 17, 18 and 19 it is found that the HRD sub-systems of senior employees explain 55.5 % of variables of the implication of employees (R square = .555). It is considered to have a significant impact on implication of employees. The regression fit is also highly significant with F-value 28.215. In the co-efficient table, R values and t values are highly significant. It implies that the HRD subsystems of employee development, training and development and organisational development helped the senior employees to achieve the implication of employees.

Table 19: Coefficients (a)

Impact on HRD		Impact on HRD			t	Sig.
		B	Std. Error	Beta		
1	Constant	12.977	1.079		12.025	0.000
	ED	1.175	0.292	0.358	4.025	0.000
	TR	1.234	0.277	0.405	4.458	0.000
	OD	0.634	0.277	0.207	2.286	0.25

Source: Primary data used

a. Predictors (constant) ED, TD, OD

b. Dependent Variable: IMP

Impact of personal variable, implication of employees, employees perception, and employees attitude on the HRD practices of senior employees.

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.965 (a)	0.932	0.895	3.31494

Source: Primary data used

a Predictors: (Constant) PV, IMP, PER, ATT

Table 21: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2250.125	8	281.266	25.596	0.000 (a)
	Residual	164.833	15	10.989		
	Total	2414.958	23			

Source: Primary data used

a. Predictors: (Constant PV, IMP, PER, ATT)

b. Dependent Variable: Implications of HRD practices

From the above tables 20 and 21 the personal variables and three effectiveness variables are taken as independent variables and the HRD practices is taken as dependent variable. The Linear Multiple Regression analysis revealed that the above mentioned independent variables explain 93.2 percent of the variation in HRD practices for senior employees (R - square= .932). The regression constructed is highly significant with value F = 25.596

Table 22: Coefficients (a)

Model		Unstandardised Co-efficients		Standardised Co-efficients Beta	t	Sig.
		B	Std. Error			
1	Constant	35.684	6.377		5.595	0.000
	Education	0.678	1.139	0.048	0.595	0.561
	Monthly salary	-0.185	0.920	-0.015	-0.201	0.843
	Total work Experience	-5.496	1.676	-0.315	-3.280	0.005
	IMP	1.382	0.314	0.417	4.405	0.001
	PER	1.564	0.440	0.338	3.555	0.003
	ATT	1.992	0.542	0.303	3.679	0.002

Source: Primary data used

a. Dependent Variable: implication of HRD practices

From the above table 22 it is found that the personal variable, the total work experience (t = 3.280) is significant at 5 percent level of significance. The effectiveness variables are equally good in constructing the regression perfectly. It is interpreted that in NFL the senior employees believe that the HRD practices are well built in the organisation.

Proximity of effectiveness variable

Table 23: Proximity Matrix

Correlation between Vectors of Values	IMP	PER	ATT	OD
IMP	1.000	0.719	0.174	0.389
PER	0.719	1.000	0.412	0.286
ATT	0.174	0.412	1.000	0.665
OD	0.389	0.286	0.665	1.000

Source: Primary data used

From the above table 23, among four effectiveness variables IMP, PER, ATT, OD it is found that the two effectiveness variables implications and perception of employees are interrelated (r = .719) in a significant way. Similarly, employees attitude and organizational Development are deeply related (r = .665).

Therefore it is concluded that senior employees feel that implication of employees and employees perception are indispensable for good HRD practices. Other relationships are not significant.

The impact of HRD sub-systems on the effectiveness variables among middle level employees

HRD practices at the middle level management make the changes in the organisation in the form of increase in organizational development, employee development, redressal grievances, training

and development. The measure of impact can be determined by the statistical tool, multiple regression analysis. Impact of HRD sub-systems on Implication of employees is as follows:

Table 24: Implication of employees model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.878 (a)	0.771	0.760	5.16622

Source: Primary data used

a. Predictors: (Constant), OD, ED, RG, TD, CD

OD- Organisational Development ED- Employee Development, RG-Redressal of grievances, TD- Training and Development, CD- Career Development

Table 25: ANOVA (b)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9167.742	5	1833.548	68.698	0.000 (a)
Residual	2722.360	102	26.690		
Total	11890.102	107			

Source: Primary data used

b. Dependent Variable: IMP

Table 31: Coefficients (a)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	27.656	2.778		9.957	0.000
	OD	3.853	0.690	0.382	5.588	0.000
	ED	1.531	0.511	0.163	2.998	0.003
	RE	5.071	0.956	0.392	5.305	0.000
	TD	1.283	0.640	0.116	2.005	0.000
	CD	1.215	0.557	0.105	2.182	0.031

Source: Primary data used

a. Dependent Variable: IMP

From the tables 24, 25 and 26 the regression fits significantly (F=68.698) and explains 77.1 percent variation in implication of employees. The HRD sub-systems of middle level management equally explain the implication of employees in the organisation.

Impact of HRD sub-systems on effectiveness of variables among junior level employees

(i) Impact on implications of employees

Table 27: Implications of employees model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875 (a)	0.765	0.763	1.51149

Source: Primary data used

a. Predictors: (Constant), Training

Table 28: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1099.270	1	1099.270	481.162	0.000 (a)
	Residual	338.123	148	2.285		
	Total	1437.393	149			

Source: Primary data used

b Dependent Variable: IMP

From the tables 27, 28 and 29 it is found that the HRD element, training explains 76.5 percent variation in the implications of employees (R - Square = .763) with F value 481.162 and the coefficient of regression is highly significant (t = 21.935). This shows training to junior level employees helps them to attain implications of employees.

Table 29: Coefficients (a)

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	5.196	0.695		7.479	0.000
	Training	1.077	0.049	0.875	21.935	0.000

Source: Primary data used

a. Dependent Variable: IMP

6. ANALYSIS OF VARIANCE

In the following part of analysis, ANOVA technique has been applied to identify the perceptual differences among junior, middle and senior cadre employees over the implications of HRD practices.

Sub Hypothesis

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

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

Table 30: Descriptive of Three Cadres of Employees

Cadres	N	Mean	S.D.	S.E.
Senior	75	3.5733	1.28582	0.14847
Middle	125	3.3760	1.23565	0.11052
Junior	200	3.7400	1.24101	0.08775
Total	400	3.5950	1.25496	0.06275

Table 31: Anova for Implications of HRD Practices

Cadres	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.235	2	5.118	3.287	0.038
Within Groups	618.155	397	1.557		
Total	628.390	399			

Source: Primary data used

From the above tables 30 and 31 it is found that F value = 3.287, P=0.038 are statistically significant at 5% level. This shows that the 3 different cadres of employees differ in their opinion on HRD practices. The descriptive table shows that the junior employees perceived the HRD practices (mean= 3.74) optimistically and the middle cadre of non-supervisory of employees are different in their approach. (Mean = 3.37). These indicated the Hypotheses is rejected at 5% level and concluded that senior, middle and junior cadre employees differ in their implication of HRD Practices in NFL.

6. CONCLUDING FINDINGS

The t test revealed that the NFL 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.

- The senior, middle and junior cadre of employees disagrees with the proper promotional policies and acceptance of suggestions by the top level executives.
- It is found that the implications of employees towards HRD practices obtained its momentum through transparency, and personal interaction of employees. The learning process of employees depends upon knowledge growth and opportunities open to the employees.
- It is found that 25% of NFL 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.
- Implications of HRD practices optimistically change the attitude of employees towards constructive development. The rigorous HRD practices in NFL are highly significant in creating optimistic Organizational Development.
- The HRD practices bring about radical changes in the negative attitude of the employees and convert them into systematic productivity oriented. Implications of HRD practices emancipated the outcome in the form of employees' development within the purview of work environment.
- In NFL 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 NFL. It is further ascertained that 49% of employees are satisfied with policy makers of NFL and 21% are culminated with maximum benefits of NFL.
- 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 NFL. It is also found that 53% of junior cadre employees in NFL are meticulous in their work place to learn new things.
- There is a deep association between senior, middle and junior cadre of employees and their perceptual difference over the HRD practices.

7. SUGGESTIONS

- In NFL 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, NFL must practice rigorous HRD practices to develop knowledge sharing among the employees and their individual skills.
- The employees in NFL perceived poor nature of work, internal relationship and acceptable policies. Therefore, it is suggested that the HRD sub-system must be made to increase the nature of work and interpersonal relationship among the employees. The higher authorities must be magnanimous in accepting the suggestions offered by the employees.
- The employees do not have positive attitude towards the grievances redressal mechanism. Hence, it is suggested that a separate grievance cell department is to be set up to solve all the issues pertaining to employees grievances.
- The transparency, trust and openness towards HRD practices are found moderate in the NFL. Therefore, it is better to create organizational Environment with transparency among senior, middle and junior cadre employees.
- In the employee development of NFL personal growth, performance and the satisfaction level are found moderate. Therefore it is emphasized on Employee Development process mainly to focus towards personal growth.

REFERENCES

- [1]. Eduardo Tomé. *Journal of European Industrial Training*. Bradford: 2009. Vol. 33, Issue 6; pg. 513
- [2]. Jason B. Moats and Gary N. McLean (2009). *Speaking Our Language: The Essential Role of Scholar-Practitioners in HRD* Published online before print July 30, 2009, doi: 10.1177/1523422309337820 *Advances in Developing Human Resources*, vol. 11 no. 4 507-522
- [3]. Fredrick Muya Nafukho, Richard T. Roessler, and Kit Kacirek (2010). *Disability as a Diversity Factor: Implications for Human Resource Development Practices* *Advances in Developing Human Resources*, August 2010; vol. 12, 4: pp. 395-406.
- [4]. Mary V. Alfred and Dominique T. Chlup (2010). *Making the Invisible, Visible: Race Matters in Human Resource Development* *Advances in Developing Human Resources*, vol. 12, 3: pp. 332-351.
- [5]. Jordi Trullen and Jean M. Bartunek (2007). *What a Design Approach Offers to Organization Development* *What a Design Approach Offers to Organization Development* doi: 10.1177/0021886306297549 *Journal of Applied Behavioral Science*, vol. 43 no. 1 23-40.
- [6]. Brad Shuck, Karen Wollard (2010). *Employee Engagement and HRD: A Seminal Review of the Foundations* *Human Resource Development Review*. *Thousand Oaks*: Vol. 9, Iss. 1; pg. 89.

- [7]. Bob Calkin (2009). *Personal and professional development for staff development leading to more effective Employee Development* Joined: 12th March 2009 Articles: 5 URL: <http://www.bobcalkin.co.nz>
- [8]. Daniel A. Weissbein, Jason L. Huang, J. Kevin Ford and Aaron M. Schmidt (2010). *Influencing Learning States to Enhance Trainee Motivation and Improve Training Transfer*, Journal of Business and Psychology, Online First™, 6 December.
- [9]. Staples and Justin Gregory (2010). *The relationships among employee reactions to Training commitment to organizational change learning and volunteering behavior* Dissertations and Thesis 2010. Section 0130, part 0624 167 pages, PhD dissertation United States.
- [10]. Linda M. Hite and Kimberly S. McDonald (2008). *A New Era for Career Development and HRD* Advances in Developing Human Resources; vol. 10 no. 1 3-7.
- [11]. Appa Rao S, Dr M S Narayana and Dr T N Murty (2014). "A Study on HRD System in Public Enterprises in India- An Analysis" *Intercontinental Journal of Human Resource Research Review*, Vol.2, Issue 1, ISSN 2347-1662, P:136-143, Bangalore.
- [12]. Appa Rao S, Dr M S Narayana and Dr T N Murty (2014). "Human Resources Development System in Changing Global Environment – Challenging Task" *Abhinav National Monthly Refereed Journal of Research In Commerce & Management* , Vol.III, ISSN 2277-1166, P:40-45, Mumbai.
- [13]. Census of India (2011). New Delhi, M52-M56.
- [14]. www.nationalfertilizers.com
- [15]. Bhatia W.J. (1994). *Principles and Practices of Personnel Management and Human Resource Management*, Edition II, Deep & Deep Publication.
- [16]. Gupta C.B., *Human Resource Management*, Sultan Chand and Sons, Ed.V.
- [17]. Likert R., (1993). *Motivation, The Core of Managemnt*, American Management Association, Personnel Series.
- [18]. John P. Campbell (1990). McGrawHill, *Managerial Behaviour and Prrformance Effectiveness*, New York.
- [19]. *Indian Labour Year Book*, Delhi Report of the Ministry of Labour, New Delhi