Chapter VII
Conclusions and Recommendations

‘Human Resources’ are the most important and valuable assets in any organization. It is a well known fact that only the effective employees can contribute to the efficiency in the organization. The competent and motivated employees can make things happen and enable an organization to achieve its overall goals. Therefore, organizations continuously ensure the dynamism, effectiveness, competency and motivation of their employees to remain at high levels. The HRD is a mechanism, which ensures the development of employee’s dynamism, effectiveness, competencies and motivation in a systematic and the planned manner as it has multiple goals which include development of organizational climate through employees’ competency and improving their motivation.

Employee requires a variety of competencies in the form of knowledge, skills and attitude in the areas of technical skills, human relation and conceptual areas to perform different tasks and functions. HRD aims to identify the gaps in the competencies of the employees to perform their present roles effectively and create conditions to help them in bridging these gaps through development of skills and competencies. In the present days of technological advancements and inter/intra organizational competitions the nature of jobs are constantly changing and have due impact on business environment, organizational goals, priorities, strategies, customer expectation, technology, new opportunities, new challenges, new knowledge base etc. Due to these changes employee’s competencies require change and development on continuous basis for effective job performance. Thus it is an aim of the HRD to assess constantly the competency requirements of different employees to effectively perform the assigned task and provide them the opportunities for development of these competencies. Further it also aims for preparing the personnel for roles/tasks/functions that they are required to perform in the future as they go up in the organizational hierarchy or as the organization takes up new tasks through diversification, acquisition, expansion, modernization etc.

Yet another aim of HRD is to ensure high morale and motivation among the employees as morale and motivation ensure involvement and commitment of employees for performing job in the organisation. Without motivation employees are not likely to
give their best to the organization as besides having human relations and conceptual competencies are not enough for effective performance on the job. A passion for working for the organization is required to be developed as a ‘fire in belly’ has to be kindled. As modern HRD practices it now promotes team building and collaborative climate, which requires building and enabling organizational culture in which employees make things happen.

The present study attempts to study the HRD Practices in the OICL. In the ensuing Chapters the HRD practices followed in the Company have been studied and tested. In the present Chapter the major findings along with the observations and inferences have been drawn and discussed.
Overall Working of HR department of the ROs of Punjab and Haryana

In the subsequent paragraphs the overall working of the HR department of the ROs of Punjab and Haryana has been evaluated.

Table 7.1: The HR department plays a satisfactory role in defining the authority and responsibility of my job vis-a-vis socio-economic variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18-28 years</td>
<td>0 (0.00)</td>
<td>1 (50.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.354</td>
</tr>
<tr>
<td></td>
<td>29-38 years</td>
<td>36 (36.90)</td>
<td>59 (53.60)</td>
<td>9 (8.20)</td>
<td>5 (4.50)</td>
<td>1 (0.90)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>39-48 years</td>
<td>80 (36.70)</td>
<td>90 (41.50)</td>
<td>20 (9.20)</td>
<td>22 (10.10)</td>
<td>5 (2.30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>49-58 years</td>
<td>23 (37.00)</td>
<td>28 (45.90)</td>
<td>7 (11.50)</td>
<td>2 (3.30)</td>
<td>1 (1.60)</td>
<td></td>
</tr>
<tr>
<td>Educational Qualifications</td>
<td>Matric</td>
<td>47 (29.40)</td>
<td>36 (32.70)</td>
<td>17 (2.40)</td>
<td>1 (2.40)</td>
<td>2 (4.90)</td>
<td>0.060</td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>72 (35.00)</td>
<td>80 (45.60)</td>
<td>88 (45.90)</td>
<td>15 (7.90)</td>
<td>12 (6.30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post Graduate</td>
<td>28 (35.00)</td>
<td>42 (52.50)</td>
<td>48 (38.10)</td>
<td>12 (14.90)</td>
<td>3 (1.90)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Class I</td>
<td>39 (41.50)</td>
<td>48 (45.90)</td>
<td>17 (9.90)</td>
<td>8 (11.50)</td>
<td>1 (3.30)</td>
<td>0.014</td>
</tr>
<tr>
<td></td>
<td>Class II</td>
<td>72 (35.00)</td>
<td>28 (45.60)</td>
<td>88 (45.90)</td>
<td>17 (9.90)</td>
<td>10 (5.30)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Class III</td>
<td>1 (36.90)</td>
<td>1 (50.00)</td>
<td>0 (0.00)</td>
<td>2 (3.30)</td>
<td>1 (1.60)</td>
<td></td>
</tr>
<tr>
<td>Pay Scale</td>
<td>Rs. 5,000/- to 15,000/-</td>
<td>34 (35.80)</td>
<td>47 (49.50)</td>
<td>7 (7.40)</td>
<td>6 (6.30)</td>
<td>1 (1.10)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rs. 15,001/- to 25,000/-</td>
<td>89 (38.10)</td>
<td>115 (45.90)</td>
<td>26 (10.20)</td>
<td>22 (8.30)</td>
<td>3 (1.20)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rs. 25,001/- to 35,000/-</td>
<td>15 (35.00)</td>
<td>13 (38.10)</td>
<td>13 (38.10)</td>
<td>2 (6.10)</td>
<td>0 (0.00)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Above Rs. 35,001/-</td>
<td>1 (35.00)</td>
<td>3 (45.90)</td>
<td>2 (14.30)</td>
<td>1 (14.30)</td>
<td>0 (0.00)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.1 (a): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Interval</th>
<th>Pearson's R</th>
<th>Value</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(-) 0.001</td>
<td>0.005</td>
<td>(-) 0.010</td>
<td>0.992</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.137</td>
<td>0.052</td>
<td>2.721</td>
<td>0.007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(-) 0.142</td>
<td>0.053</td>
<td>(-) 2.818</td>
<td>0.005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.048</td>
<td>0.052</td>
<td>0.956</td>
<td>0.340</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

While analyzing the data in the Table 7.1, it was found that a high majority of respondents in nearly all the variables either agreed or strongly agreed with the statement the HR department played a satisfactory role in defining the authority and responsibility.
of the jobs of the employees. Analysing on the basis of the variable age it was found that responses of the respondents in the age group of 18-28 years were equally divided between agree and undecided. On the other hand, more of respondents (86.30 per cent) in the age group of 29-38 years and the respondents (83.60 per cent) in the age group of 49-58 years supported the posed issue as against the respondents (78.40 per cent) in the age group of 39-48 years. The proportion of favorable responses declined with the increase in the educational qualifications of the respondents. More of Class II respondents (87.50 per cent) and the respondents (84.70 per cent) who belonged to Class III agreed or strongly agreed with the statement in this category as compared to the respondents (71.90 per cent) in Class I who also favored the assertion. Surprisingly, only 57.20 per cent of respondents in the pay scale of above Rs. 35001/- had given their assent to the issue as high proportion of respondents (28.60 per cent) remained undecided to the poser but in other categories of the variable namely pay scale significant majority of respondents (above 80.00 per cent) had given their consent to the statement. Statistically, significant association was found between the variable of Class and the statement.

The Pearson's coefficient of correlation between the variables has been highlighted in the Table 7.1(a) which reflect the intensity of the relationship between the variables. It can be seen that variable age had established significantly high relationship and the other variables demonstrated low relationship.
Table 7.1 (b): The HR department plays a satisfactory role in defining the authority and responsibility of my job vis-a-vis work related variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience in OICL</td>
<td>0 - 10 years</td>
<td>2 (50.00)</td>
<td>81 (43.10)</td>
<td>3 (1.60)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.924</td>
</tr>
<tr>
<td></td>
<td>11 - 20 years</td>
<td>74 (39.40)</td>
<td>57 (32.20)</td>
<td>6 (28.60)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.161</td>
</tr>
<tr>
<td></td>
<td>21 - 30 years</td>
<td>85 (48.00)</td>
<td>10 (9.60)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.095</td>
</tr>
<tr>
<td></td>
<td>31 - 40 years</td>
<td>2 (50.00)</td>
<td>7 (36.20)</td>
<td>7 (24.10)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.095</td>
</tr>
<tr>
<td>Total years of service</td>
<td>0 - 10 years</td>
<td>1 (50.00)</td>
<td>1 (50.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.924</td>
</tr>
<tr>
<td></td>
<td>11 - 20 years</td>
<td>67 (38.70)</td>
<td>64 (36.80)</td>
<td>6 (24.10)</td>
<td>1 (50.00)</td>
<td>1 (50.00)</td>
<td>0.161</td>
</tr>
<tr>
<td></td>
<td>21 - 30 years</td>
<td>84 (45.40)</td>
<td>79 (45.40)</td>
<td>14 (48.30)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.095</td>
</tr>
<tr>
<td></td>
<td>31 - 40 years</td>
<td>18 (9.60)</td>
<td>15 (9.60)</td>
<td>4 (13.80)</td>
<td>1 (3.40)</td>
<td>1 (3.40)</td>
<td>0.095</td>
</tr>
<tr>
<td>No. of years in the present position</td>
<td>0 - 5 years</td>
<td>24 (38.70)</td>
<td>34 (54.80)</td>
<td>3 (1.60)</td>
<td>3 (1.60)</td>
<td>3 (1.60)</td>
<td>0.095</td>
</tr>
<tr>
<td></td>
<td>6 - 10 years</td>
<td>30 (38.70)</td>
<td>33 (37.90)</td>
<td>11 (9.60)</td>
<td>12 (9.60)</td>
<td>0 (0.00)</td>
<td>0.095</td>
</tr>
<tr>
<td></td>
<td>11 - 15 years</td>
<td>35 (43.20)</td>
<td>8 (9.60)</td>
<td>8 (13.80)</td>
<td>6 (13.80)</td>
<td>3 (1.10)</td>
<td>0.095</td>
</tr>
<tr>
<td></td>
<td>16 - 20 years</td>
<td>76 (47.50)</td>
<td>18 (11.30)</td>
<td>8 (5.00)</td>
<td>2 (1.30)</td>
<td>1 (1.30)</td>
<td>0.095</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.1 (c): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Interval</th>
<th>Pearson's R</th>
<th>Value</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0.082</td>
<td>0.050</td>
<td>1.622</td>
<td>0.106</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.062</td>
<td>0.054</td>
<td>1.222</td>
<td>0.222</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.007</td>
<td>0.047</td>
<td>0.142</td>
<td>0.887</td>
</tr>
</tbody>
</table>

From the analysis of the data presented in the Table 7.1 (b), it was found that high majority of respondents (70.00 per cent) irrespective of the variables either agreed or strongly agreed with the statement that the HR department plays a satisfactory role in defining the authority and responsibility of the job of the employee. Interestingly, all the four respondents with less than 10 years of work experience and both of the respondents with less than 10 years of the total service favored the poser and in the other categories also the responses received on the basis of work experience and total years of service were almost same. On the basis of the variable number of years in the present position the highly significant majority of respondents (93.50 per cent) with less than 5 years in the present position who responded positively to the issue. Statistically, no significant association was found between the variables and the statement.
The Pearson's coefficient of correlation between the variables has been highlighted in the Table 7.1(c) where the R shows the intensity of relationship. It can be seen that the only variable number of years in the present position had demonstrated the high relationship whereas all the variables had shown the low relationship with the responses of the employees.

Table 7.2: Practices of HR Department helps the employee to perform better at work vis-a-vis socio-economic variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18–28 years</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>29–38 years</td>
<td>25</td>
<td>71</td>
<td>10</td>
<td>14</td>
<td>5</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>39–48 years</td>
<td>52</td>
<td>122</td>
<td>20</td>
<td>18</td>
<td>5</td>
<td>0.005</td>
</tr>
<tr>
<td></td>
<td>49–58 years</td>
<td>16</td>
<td>36</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td>Educational Qualifications</td>
<td>Matric</td>
<td>13</td>
<td>23</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Graduate</td>
<td>44</td>
<td>117</td>
<td>9</td>
<td>3</td>
<td>2</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Post Graduate</td>
<td>36</td>
<td>91</td>
<td>12</td>
<td>12</td>
<td>4</td>
<td>0.00</td>
</tr>
<tr>
<td>Class</td>
<td>Class I</td>
<td>24</td>
<td>65</td>
<td>14</td>
<td>15</td>
<td>3</td>
<td>0.016</td>
</tr>
<tr>
<td></td>
<td>Class II</td>
<td>23</td>
<td>46</td>
<td>12</td>
<td>12</td>
<td>4</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Class III</td>
<td>46</td>
<td>120</td>
<td>14</td>
<td>14</td>
<td>2</td>
<td>0.00</td>
</tr>
<tr>
<td>Pay Scale</td>
<td>Rs. 5,000 to Rs. 15,000/-</td>
<td>23</td>
<td>61</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Rs. 15,001/- to Rs. 25,000/-</td>
<td>55</td>
<td>151</td>
<td>27</td>
<td>17</td>
<td>5</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Rs. 25,001/- to Rs. 35,000/-</td>
<td>14</td>
<td>16</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>Above Rs. 35,001/-</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.2 (a): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Interval</th>
<th>Pearson's R</th>
<th>Value</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.019</td>
<td>0.043</td>
<td>0.370</td>
<td>0.712</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.096</td>
<td>0.049</td>
<td>1.909</td>
<td>0.057</td>
<td></td>
</tr>
<tr>
<td>(-) 0.048</td>
<td>0.052</td>
<td>(+) 2.944</td>
<td>0.003</td>
<td>0.630</td>
<td></td>
</tr>
<tr>
<td>0.024</td>
<td>0.050</td>
<td>0.483</td>
<td></td>
<td>0.630</td>
<td></td>
</tr>
</tbody>
</table>

513
The data presented in the Table 7.2 clearly indicates that a significant majority of respondents in all the age groups favored the aspect. The two respondents in the age group of 18-28 years, followed by the significant majority of respondents (87.20 per cent) in the age group of 29-38 years were either agreeing or strongly agreeing with the assertion. The proportion of respondents who either agreed or strongly agreed with the aspect declined with increase in the educational qualifications and with the increase in their level of the Class. On the basis of pay scale, less proportion of respondents (57.20 per cent) in the pay scale above Rs. 35001/- favored the issue in comparison to this significant majority of respondents (above 80.00 per cent) in the other three categories of the pay scale. Maximum of respondents (28.60 per cent) in the pay scale of above Rs. 35001/- remained undecided about the query. Statistically, significant association was found between the variable of Class and the query.

The Karl Pearson’s coefficient of correlation as represented by ‘R’ as illustrated in table 7.2 (a) reflects the intensity of the relationship between the variables. It can be seen that the relationship was positive between the variables but it was of a low level. However, the variable of age and pay scale demonstrated moderate relationship with the responses of the employees.
Table 7.2 (b): Practices of HR Department helps the employee to perform better at work vis-a-vis work related variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience in OICL</td>
<td>0 - 10 years</td>
<td>1 (25.00)</td>
<td>3 (75.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>1 (0.00)</td>
<td>0.839</td>
</tr>
<tr>
<td></td>
<td>11 - 20 years</td>
<td>44 (23.40)</td>
<td>118 (62.80)</td>
<td>14 (7.40)</td>
<td>11 (5.90)</td>
<td>1 (0.50)</td>
<td>4 (2.30)</td>
</tr>
<tr>
<td></td>
<td>21 - 30 years</td>
<td>44 (24.90)</td>
<td>98 (55.40)</td>
<td>20 (11.30)</td>
<td>11 (6.20)</td>
<td>1 (0.00)</td>
<td>0.381</td>
</tr>
<tr>
<td></td>
<td>31 - 40 years</td>
<td>4 (19.00)</td>
<td>12 (57.10)</td>
<td>14 (3.80)</td>
<td>4 (1.40)</td>
<td>1 (0.00)</td>
<td>0.287</td>
</tr>
<tr>
<td>Total years of service</td>
<td>0 - 10 years</td>
<td>0 (0.00)</td>
<td>2 (100.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.381</td>
</tr>
<tr>
<td></td>
<td>11 - 20 years</td>
<td>43 (23.20)</td>
<td>114 (61.60)</td>
<td>15 (8.10)</td>
<td>12 (6.50)</td>
<td>1 (0.50)</td>
<td>3 (1.70)</td>
</tr>
<tr>
<td></td>
<td>21 - 30 years</td>
<td>46 (26.40)</td>
<td>98 (56.30)</td>
<td>17 (9.80)</td>
<td>10 (5.70)</td>
<td>1 (0.00)</td>
<td>2 (0.00)</td>
</tr>
<tr>
<td></td>
<td>31 - 40 years</td>
<td>4 (13.80)</td>
<td>17 (58.60)</td>
<td>5 (3.40)</td>
<td>1 (0.90)</td>
<td>2 (0.60)</td>
<td>1 (0.00)</td>
</tr>
<tr>
<td>No. of years in present position</td>
<td>0 - 5 years</td>
<td>14 (22.60)</td>
<td>43 (69.40)</td>
<td>3 (4.80)</td>
<td>1 (1.60)</td>
<td>1 (1.60)</td>
<td>0.287</td>
</tr>
<tr>
<td></td>
<td>6 - 10 years</td>
<td>16 (18.40)</td>
<td>48 (55.20)</td>
<td>11 (12.60)</td>
<td>10 (11.50)</td>
<td>2 (2.30)</td>
<td>1 (0.00)</td>
</tr>
<tr>
<td></td>
<td>11 - 15 years</td>
<td>22 (27.20)</td>
<td>45 (55.60)</td>
<td>7 (6.90)</td>
<td>6 (7.40)</td>
<td>1 (1.20)</td>
<td>2 (0.00)</td>
</tr>
<tr>
<td></td>
<td>16 - 20 years</td>
<td>41 (25.60)</td>
<td>95 (59.40)</td>
<td>16 (10.00)</td>
<td>6 (3.80)</td>
<td>2 (1.30)</td>
<td>1 (0.00)</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

The analysis of the data highlighted in the Table 7.2 (b) indicates that the significant majority of respondents (above 80.00 per cent) irrespective of the variables were explicit through their positive responses for the assertion. The responses received on the basis of variable work experience and total years of service were almost same. Further, all the four respondents with less than 10 years of working experience and both of the respondents with less than 10 years of total service positively responded to the statement that practices of Human resource department helped the employees to perform better at work. On the basis of number of years in present position maximum positive responses were received from the respondents (92.00 per cent) with less than 5 years of
present position. Statistically, no significant association was found between the variables and the statement.

The Pearson’s coefficient of correlation between the variables has been shown in the Table 7.2 (c) which reflects the intensity of the relationship between the variables and the responses of the employees. Further it can be seen that the variables established the low but positive relationship.

Table 7.3: HR department is contributing effectively in increasing the performance of the Company vis-a-vis socio-economic variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Un decided</th>
<th>Dis agree</th>
<th>Strongly Disagree</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.781</td>
</tr>
<tr>
<td>18–28 years</td>
<td>50.00</td>
<td>(50.00)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>29–38 years</td>
<td>56.00</td>
<td>(50.00)</td>
<td>11</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>39–48 years</td>
<td>113</td>
<td>(50.00)</td>
<td>27</td>
<td>0</td>
<td>19</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>49–58 years</td>
<td>29</td>
<td>(47.50)</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>(34.40)</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Educational Qualifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.064</td>
</tr>
<tr>
<td>Matric</td>
<td>14</td>
<td>(34.10)</td>
<td>23</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Graduate</td>
<td>57</td>
<td>(50.80)</td>
<td>33</td>
<td>28</td>
<td>9</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Post Graduate</td>
<td>37</td>
<td>(23.10)</td>
<td>80</td>
<td>80</td>
<td>20</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>55</td>
<td>(29.10)</td>
<td>108</td>
<td>41</td>
<td>21</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Class I</td>
<td>34</td>
<td>(28.10)</td>
<td>50</td>
<td>24</td>
<td>16</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Class II</td>
<td>19</td>
<td>(23.80)</td>
<td>41</td>
<td>21</td>
<td>19</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Class III</td>
<td>55</td>
<td>(29.10)</td>
<td>108</td>
<td>11</td>
<td>11</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Pay Scale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.028</td>
</tr>
<tr>
<td>Rs. 5,000 to Rs. 15,000/-</td>
<td>28</td>
<td>(29.50)</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Rs. 15,001/- to Rs. 25,000/-</td>
<td>66</td>
<td>(25.90)</td>
<td>129</td>
<td>32</td>
<td>22</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Rs. 25,001/- to Rs. 35,000/-</td>
<td>13</td>
<td>(39.40)</td>
<td>9</td>
<td>7</td>
<td>2</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Above Rs. 35,000/-</td>
<td>1</td>
<td>(14.30)</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.3 (a): Pearson’s correlation between the variables

<table>
<thead>
<tr>
<th>Interval by</th>
<th>Pearson’s R</th>
<th>Value</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rs. 5,000 to Rs. 15,000/-</td>
<td>0.003</td>
<td>0.049</td>
<td>0.058</td>
<td>0.953</td>
<td></td>
</tr>
<tr>
<td>Rs. 15,001/- to Rs. 25,000/-</td>
<td>0.130</td>
<td>0.049</td>
<td>2.590</td>
<td>0.010</td>
<td></td>
</tr>
<tr>
<td>Rs. 25,001/- to Rs. 35,000/-</td>
<td>-0.127</td>
<td>0.054</td>
<td>-2.522</td>
<td>0.012</td>
<td></td>
</tr>
<tr>
<td>Above Rs. 35,000/-</td>
<td>0.121</td>
<td>0.048</td>
<td>2.409</td>
<td>0.016</td>
<td></td>
</tr>
</tbody>
</table>
In the Table 7.3 the data indicates the responses to the query that Company’s department is contributing effectively in increasing the performance of the employees. It was found that the majority of employees in all the variables supported this viewpoint. On the higher side were the both of the respondents in the age group of 18-28 years, Matriculate respondents (90.20 per cent), respondents (90.60 per cent) in the pay scale of Rs. 5000/- to Rs. 15000/- supported the query. Surprisingly, the proportion of respondents supporting the statement declined with the increase in the educational qualifications, increase in the level of Class and increase in the pay scale. Statistically significant association was found between the variable of Class, pay scale and the statement.

The data pertaining to the Pearson’s coefficient of correlation between the variables has been highlighted in the Table 7.3 (a). It can be deciphered that the variable of age established significantly high relationship; the other variables however demonstrated low relationship.
Table 7.3 (b): HR Department is contributing effectively in increasing the performance of the Company vis-a-vis work related variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience in OICL</td>
<td>0 – 10 years</td>
<td>1 (25.00)</td>
<td>2 (50.00)</td>
<td>1 (25.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.404</td>
</tr>
<tr>
<td></td>
<td>11 – 20 years</td>
<td>56 (29.80)</td>
<td>102 (54.30)</td>
<td>12 (6.40)</td>
<td>15 (8.00)</td>
<td>3 (1.60)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>21 – 30 years</td>
<td>45 (25.40)</td>
<td>86 (48.60)</td>
<td>30 (16.90)</td>
<td>12 (6.80)</td>
<td>2 (1.00)</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>31 – 40 years</td>
<td>6 (28.60)</td>
<td>9 (42.90)</td>
<td>3 (14.30)</td>
<td>2 (9.50)</td>
<td>1 (4.80)</td>
<td>1</td>
</tr>
<tr>
<td>Total years of service</td>
<td>0 – 10 years</td>
<td>1 (50.00)</td>
<td>1 (50.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0 (0.00)</td>
<td>0.041</td>
</tr>
<tr>
<td></td>
<td>11 – 20 years</td>
<td>52 (28.10)</td>
<td>101 (54.60)</td>
<td>13 (7.00)</td>
<td>16 (8.60)</td>
<td>2 (1.00)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>21 – 30 years</td>
<td>47 (27.00)</td>
<td>87 (48.60)</td>
<td>27 (15.50)</td>
<td>11 (6.30)</td>
<td>3 (1.60)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>31 – 40 years</td>
<td>8 (27.60)</td>
<td>10 (54.60)</td>
<td>6 (34.50)</td>
<td>2 (6.90)</td>
<td>6 (3.80)</td>
<td>3</td>
</tr>
<tr>
<td>No. of years in the present position</td>
<td>0 – 5 years</td>
<td>18 (29.00)</td>
<td>38 (61.30)</td>
<td>4 (6.50)</td>
<td>1 (1.60)</td>
<td>1 (1.60)</td>
<td>0.007</td>
</tr>
<tr>
<td></td>
<td>6 – 10 years</td>
<td>26 (29.90)</td>
<td>37 (42.50)</td>
<td>10 (11.50)</td>
<td>13 (14.90)</td>
<td>1 (1.10)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>11 – 15 years</td>
<td>28 (34.60)</td>
<td>34 (42.00)</td>
<td>7 (8.60)</td>
<td>9 (11.10)</td>
<td>3 (3.70)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>16 – 20 years</td>
<td>36 (22.50)</td>
<td>90 (56.30)</td>
<td>25 (15.60)</td>
<td>6 (3.80)</td>
<td>1 (1.90)</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.3 (c): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Interval</th>
<th>Pearson's R</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.080</td>
<td>0.052</td>
<td>1.589</td>
<td>0.113</td>
<td></td>
</tr>
<tr>
<td>0.083</td>
<td>0.056</td>
<td>1.644</td>
<td>0.101</td>
<td></td>
</tr>
<tr>
<td>0.043</td>
<td>0.045</td>
<td>0.851</td>
<td>0.395</td>
<td></td>
</tr>
</tbody>
</table>

From the analysis of the data presented in the Table 7.3 (b), it was found that not only a high majority of respondents (75.00 per cent) with work experience of less than 10 years and the respondents (74.00 per cent) with 21-30 years of work experience favoured the statement that HR Department is contributing effectively in increasing the performance of the Company but also the significant majority of respondents (84.10 per cent) with 11-20 years of working experience who either agreed or strongly agreed with the poser. Both the respondents with less than 10 years of total service provided their assent to the raised query, the proportion of favouring responses declined as the total years of service of the respondents increased, however, still the fair majority of respondents in all the categories of this variable favoured the poser. This decline in the
responses was due to the respondents who were undecided and increased with the increase in total years of service. On the basis of variable of number of years in the present position the highly significant majority of respondents (90.30 per cent) with less than 5 years in the present position supported the statement along with the high majority of respondents in the other three categories of the variable. Statistically, significant association was found between the variables of total years of service, number of years in present position and the statement.

The Pearson’s coefficient of correlation between the variables is illustrated in the Table 7.3(c), it can be seen that though the relation was positive but it was of a very low level.
Table 7.4: HR Department helps the employees to realize their potential to the fullest vis-a-vis socio-economic variables

<table>
<thead>
<tr>
<th>Attributes/Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.333</td>
</tr>
<tr>
<td>18 – 28 years</td>
<td>1</td>
<td>(50.00)</td>
<td>1</td>
<td>(50.00)</td>
<td>0</td>
<td>(0.00)</td>
<td>0</td>
</tr>
<tr>
<td>29 – 38 years</td>
<td>23</td>
<td>(57.30)</td>
<td>14</td>
<td>(8.20)</td>
<td>1</td>
<td>(0.90)</td>
<td>1</td>
</tr>
<tr>
<td>39 – 48 years</td>
<td>43</td>
<td>(59.90)</td>
<td>19</td>
<td>(7.80)</td>
<td>1</td>
<td>(3.70)</td>
<td>8</td>
</tr>
<tr>
<td>49 – 58 years</td>
<td>20</td>
<td>(51.00)</td>
<td>8</td>
<td>(6.60)</td>
<td>4</td>
<td>(6.60)</td>
<td>4</td>
</tr>
<tr>
<td>Educational Qualifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.129</td>
</tr>
<tr>
<td>Matric</td>
<td>11</td>
<td>(26.80)</td>
<td>28</td>
<td>(68.30)</td>
<td>1</td>
<td>(2.40)</td>
<td>1</td>
</tr>
<tr>
<td>Graduate</td>
<td>47</td>
<td>(24.90)</td>
<td>101</td>
<td>(41.00)</td>
<td>23</td>
<td>(12.20)</td>
<td>13</td>
</tr>
<tr>
<td>Post Graduate</td>
<td>29</td>
<td>(18.10)</td>
<td>90</td>
<td>(56.30)</td>
<td>17</td>
<td>(10.60)</td>
<td>17</td>
</tr>
<tr>
<td>Class</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.001</td>
</tr>
<tr>
<td>Class I</td>
<td>25</td>
<td>(20.70)</td>
<td>58</td>
<td>(47.90)</td>
<td>12</td>
<td>(9.90)</td>
<td>19</td>
</tr>
<tr>
<td>Class II</td>
<td>20</td>
<td>(25.00)</td>
<td>43</td>
<td>(17.50)</td>
<td>14</td>
<td>(1.30)</td>
<td>1</td>
</tr>
<tr>
<td>Class III</td>
<td>42</td>
<td>(22.20)</td>
<td>118</td>
<td>(7.90)</td>
<td>15</td>
<td>(5.30)</td>
<td>2</td>
</tr>
<tr>
<td>Pay Scale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.001</td>
</tr>
<tr>
<td>Rs. 5,000 to Rs. 15,000/-</td>
<td>23</td>
<td>(24.20)</td>
<td>63</td>
<td>(66.30)</td>
<td>4</td>
<td>(4.20)</td>
<td>1</td>
</tr>
<tr>
<td>Rs. 15,001/- to Rs. 25,000/-</td>
<td>53</td>
<td>(20.80)</td>
<td>141</td>
<td>(12.50)</td>
<td>32</td>
<td>(8.60)</td>
<td>2</td>
</tr>
<tr>
<td>Rs. 25,001/- to Rs. 35,000/-</td>
<td>11</td>
<td>(33.30)</td>
<td>11</td>
<td>(9.10)</td>
<td>3</td>
<td>(9.10)</td>
<td>5</td>
</tr>
<tr>
<td>Above Rs. 35,001/-</td>
<td>0</td>
<td>(0.00)</td>
<td>4</td>
<td>(28.60)</td>
<td>2</td>
<td>(14.30)</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.4 (a): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Pay Interval</th>
<th>Pearson's R</th>
<th>Asymp. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.021</td>
<td>0.052</td>
<td>0.413</td>
<td>0.680</td>
</tr>
<tr>
<td></td>
<td>0.139</td>
<td>0.046</td>
<td>2.772</td>
<td>0.005</td>
</tr>
<tr>
<td>(-) 0.154</td>
<td>0.053</td>
<td>(-) 3.066</td>
<td>0.002</td>
<td></td>
</tr>
<tr>
<td>0.153</td>
<td>0.050</td>
<td>3.056</td>
<td>0.002</td>
<td></td>
</tr>
</tbody>
</table>

While assessing whether the HR department helps the employees to realize their potentials to the fullest, it was evident from the responses as presented in the Table 7.4 that the majority of the respondents in all the variables were explicit through their positive responses. On the basis of the age of the respondents both of the respondents provided the positive response to the question at issue whereas in all the other age groups high majority of respondents (above 70.00 per cent) favored the aspect. Highly
significant majority of respondents (95.10 per cent) who were Matriculate passed and the high majority of Graduate respondents (78.30 per cent) and Postgraduate respondents (74.40 per cent) were in favour of the issue. Proportion of respondents who favoured the assertion declined with the increase in the educational qualifications, increase in the ages, increased in the level of Class and increase in the pay scale. Statistically significant association was found between the variable Class, pay scale and the statement.

The Pearson's coefficient of correlation between the variables has been presented in the Table 7.4 (a). It can be seen that the variable of age had shown the moderate relationship. However, the other variables had shown the low relationship with the responses of the employees.

Table 7.4 (b): HR Department helps the employees to realize their potential to the fullest vis-a-vis work related variables

<table>
<thead>
<tr>
<th>Attributes/ Responses</th>
<th>Ranks</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Experience in OICL</td>
<td>0 – 10 years</td>
<td>1 (25.00)</td>
<td>1 (25.00)</td>
<td>1 (25.00)</td>
<td>1 (25.00)</td>
<td>0 (0.00)</td>
</tr>
<tr>
<td></td>
<td>11 – 20 years</td>
<td>43 (22.90)</td>
<td>113 (60.10)</td>
<td>15 (8.00)</td>
<td>13 (6.90)</td>
<td>4 (2.10)</td>
</tr>
<tr>
<td></td>
<td>21 – 30 years</td>
<td>40 (22.60)</td>
<td>95 (53.70)</td>
<td>22 (12.40)</td>
<td>13 (7.30)</td>
<td>7 (4.00)</td>
</tr>
<tr>
<td></td>
<td>31 – 40 years</td>
<td>3 (14.30)</td>
<td>10 (57.60)</td>
<td>3 (16.30)</td>
<td>3 (15.0)</td>
<td>2 (9.50)</td>
</tr>
<tr>
<td>Total years of service</td>
<td>0 – 10 years</td>
<td>1 (50.00)</td>
<td>110 (55.0)</td>
<td>15 (8.10)</td>
<td>15 (8.10)</td>
<td>4 (2.20)</td>
</tr>
<tr>
<td></td>
<td>11 – 20 years</td>
<td>41 (22.20)</td>
<td>95 (54.60)</td>
<td>20 (11.50)</td>
<td>12 (6.90)</td>
<td>5 (2.90)</td>
</tr>
<tr>
<td></td>
<td>21 – 30 years</td>
<td>42 (24.10)</td>
<td>13 (7.60)</td>
<td>6 (3.40)</td>
<td>3 (1.80)</td>
<td>4 (2.20)</td>
</tr>
<tr>
<td></td>
<td>31 – 40 years</td>
<td>3 (14.30)</td>
<td>(44.80)</td>
<td>(20.70)</td>
<td>(10.30)</td>
<td>(13.80)</td>
</tr>
<tr>
<td>No. of years in the present position</td>
<td>0 – 5 years</td>
<td>17 (27.40)</td>
<td>40 (64.50)</td>
<td>0 (0.00)</td>
<td>2 (3.20)</td>
<td>3 (4.80)</td>
</tr>
<tr>
<td></td>
<td>6 – 10 years</td>
<td>18 (24.70)</td>
<td>40 (64.50)</td>
<td>12 (19.0)</td>
<td>16 (26.4)</td>
<td>1 (1.10)</td>
</tr>
<tr>
<td></td>
<td>11 – 15 years</td>
<td>20 (24.70)</td>
<td>43 (60.10)</td>
<td>7 (11.8)</td>
<td>7 (11.8)</td>
<td>4 (6.90)</td>
</tr>
<tr>
<td></td>
<td>16 – 20 years</td>
<td>32 (20.00)</td>
<td>96 (60.00)</td>
<td>22 (13.8)</td>
<td>5 (3.10)</td>
<td>(3.10)</td>
</tr>
</tbody>
</table>

Source: Computed from primary data. Figures in parentheses are percentages. p value significant at 0.05 level.

Table 7.4 (c): Pearson's correlation between the variables

<table>
<thead>
<tr>
<th>Interval by Interval</th>
<th>Pearson's R</th>
<th>Value</th>
<th>Asympt. Std. Error</th>
<th>Approx. T</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.095</td>
<td>0.054</td>
<td>1.883</td>
<td>0.060</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.122</td>
<td>0.055</td>
<td>2.412</td>
<td>0.016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.002</td>
<td>0.049</td>
<td>0.044</td>
<td>0.965</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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While assessing that whether the HR department helps the employees to realize their potential to the fullest; it is evident from the responses as presented in the Table 7.4 (b); that the majority of the respondents, irrespective, of the variables supported this aspect, except those two respondents with less than 10 years of working experience who were in the near majority to support the statement. Moreover, the significant majority of respondents (83.00 per cent) with 11-20 years of work experience favoured the poser. Both the respondents with less than 10 years of total service either strongly agreed or agreed with the statement. On the basis of number of years in the present position more of respondents (91.90 per cent) with less 5 years in their present position and the respondents (80.00 per cent) with 16-20 years in the present position as against the respondents (66.70 per cent) with 6-10 years and the respondents (77.80 per cent) with 11-15 years in their present position had given their assent to the posed query. Statistically significant association was found between the variable number of years in the present position and the statement.

The data pertaining to the coefficient of correlation between the variables has been highlighted in the Table 7.4 (c). It can be deciphered that the correlation between the variable and the responses of employees was of the low level. However, the only variable of number of years in the present position demonstrated significantly high correlation with the responses of the employees.

**Major findings**

**Findings relating to the training in OICL**

- The skills and knowledge of the employees were enhanced through systematic training.
- Adequate emphasis was given to the training at all levels.
- The training needs were assessed keeping in mind the job requirements of the employees.
- HR Department asked the immediate superior about training needs of the employees, the fact was accepted by all except the Matric employees and the employees in the pay scale of Rs. 5000/- to Rs. 15000/- did not find the same.
The employees agreed with the viewpoint that selection of trainees for training program was need based excluding the employees in the pay scale of above Rs. 35001/- and the employees with less than 10 years of working experience.

Training needs of the employees were assessed during the performance appraisal.

Employees in the pay scale of above Rs. 35001/- found that training schedules of the Company were not prepared in the light of identified training needs, whereas the majority of employees in the other pay scales supported that the training schedules of the Company were prepared in the light of identified training needs.

It was found by the majority of the employees that the induction training was given importance in the organization.

Immediate superior took adequate interest in the training of their employees, only the Matriculate employees did not agreed with this assertion.

Course contents of training program were relevant to the training needs and nearly all the employees supported this relevance.

The experienced instructor provided the training to the employees in the Company.

It was found by the majority of employees that training program attended by them proved to be an effective learning experience.

Very notable magnitude of the employees, were in agreement with the question at issue that they were able to absorb the ideas and knowledge gained during the training program.

It was found by the employees in the Company that their job efficiency had improved with the knowledge and experience gained during the training program.

The employees were made acquainted with the problems faced by them at workplace and were provided with the experienced based solutions through training but there were some of the Matriculate employees who were undecided about this aspect.

It was found by the majority of the employees that contents of the training program were job related.

Majority of the employees supported the view that contents of the training program touched the both theoretical and practical aspects of the job.
Inferences drawn relating to training

♦ Employees find that training programs organized by the Company enhance their skills and knowledge.
♦ Employees find that adequate emphasis is given to training at all the levels.
♦ Employees in all the age groups and irrespective of the educational qualifications find that the Company keeps in mind their job requirements while assessing the training needs.
♦ Employees believe that more importance is given to the induction training in the organization.
♦ Employees find that the course contents of training program are relevant for their training needs.
♦ Employees are satisfied with the experience level of the instructor who imparts them training.
♦ The training programs attended by the employees proved as an effective learning experience for them.
♦ Employees are able to absorb the ideas and knowledge, which is given to them during the training program.
♦ Efficiency of the employees is improved through the knowledge and experience gained by them during the training program.
♦ Training provides the opportunity to the employees to look objectively at the skill level of their job.
♦ Employees are satisfied with the course contents of their training program as they find them related to their job.
♦ Employees find the course contents of the training program touching both theoretical and practical aspects of their job.
Observations relating to training

- Employees were also provided with the training to perform the specific jobs.
- At the time of joining immediate superiors of the employees made them aware about the new environment, rules regulations, disciplinary procedures and grievance procedures.
- Sometimes the employees of the Company face the problem of skill obsolescence.
- Company did not have the well-formulated training policy at the regional level.
- Cost benefit analysis of the training programs was not done in the Company at the regional level.
- Employees opined that sometimes before attending the training program they were not mentally prepared for the training, as they get information about the program on the short notice.
- Employees found the environment in which they were provided training up to their satisfaction.
- According to the employees no performance try-out was done at the end of the training program.
- Difficulty was faced by the organizers of training programs in choosing the suitable method for imparting the training to the employees.
- Company had tried to make their employees highly competitive to the market situation.
- Employees were sometime forced to attend the training program i.e. training programs were made compulsory for the employees.
- Short training programs for Class III employees were also organized at the regional offices.

Findings relating to performance appraisal

- The majority of employees supported the aspect that the performance appraisal was a useful technique to evaluate the employees' performance.
- Performance appraisal provided the information to the employees about their strengths and weaknesses, this was found by the majority of employees who were...
Matriculate, employees in the pay scale of Rs. 5000/- to Rs. 15000/- and especially the employees with less than 10 years of total service.

- Immediate superior did the Performance appraisal; this was viewed by significant majority of employees.
- Performance appraisal reports if positive served as the base of promotion. The majority of employees found this in the organisation.
- Performance appraisal had provided the opportunity for assessing the training and development needs of the employees. This was found by the majority of the employees except the young employees in the age group of 18-28 years of age group, Matriculate employees and the employees in the pay scale of above Rs. 35001/-.
- Majority of the employees either agreed or strongly agreed with the viewpoint that weaknesses of the employees were communicated to them in non-threatening way.
- Through the performance appraisal employees were able to develop their career within the organization and the majority of the employees supported this viewpoint.
- Immediate superiors helped their subordinates in development of their career within the organization through Performance appraisal, it was found by the majority of employees.
- The majority of the employees were in agreement with the question at issue that achievements were recognized and rewarded on the basis of performance appraisal.
- Performance appraisal provided the employees’ feedback to better their performance in a bid to improve their rating over others, more than majority of employees supported this assertion.
- Performance appraisal provided an opportunity to the employees for self-review, this was favoured by the majority of employees as against this the Matriculate employees did not felt the same.
Performance appraisal was done through the annual confidential report prepared by the immediate superior. Only the Matriculate employees did not agreed with this aspect.

The majority of employees in almost all the variables supported the statement that while evaluating performance vis-à-vis targets constraints beyond control were given consideration. Further, there were some of the habitual employees who were silent about the issue.

The majority of employees were either undecided, disagreed or strongly disagreed that confidential report if negative was conveyed to the employees.

Only the majority of Matriculate employees were not satisfied with the performance appraisal system. However, the other employees were satisfied with the prevailing Performance appraisal system in the organization.

It was found by the majority of employees that the promotion of the employees was based on the annual confidential report prepared by the immediate superior but the employees in the age group 18-28 years did not found the same.

Majority of Matriculate employees found that their immediate superior did not took the Performance appraisal process seriously. However, the majority of the other employees found their immediate superior serious about the Performance appraisal process.

Performance appraisal was done impartially in the organization and the majority of the employees found it.

Matriculate employees were of the view that Performance appraisal does not acted as a tool of control in the organization whereas the majority of other employees found it as the control tool.

Both of the employees in the age group 18-28 years, Matriculate employees and the employees in the pay scale of above Rs. 35001/- believed that seniority should not be the sole criterion for the promotion but the other employees were in majority who believed that seniority should be the sole criterion for the promotion in the organization.
Inferences drawn relating to performance appraisal

♦ Employees find performance appraisal as a useful technique for evaluating their performance.
♦ Information is provided to the employees about their strengths and weaknesses through performance appraisal.
♦ Immediate superiors of the employees do their performance appraisal.
♦ If performance appraisal report is positive, it serves as the base for the promotion of the employees.
♦ Weaknesses are communicated to the employees in a non-threatening way.
♦ Job description is communicated to the employees of all the pay scales before they actually perform the job.
♦ Employees are provided with the feedback to better their performance, so that they can improve their rating over others.
♦ Employees find that the performance appraisal is done through the annual confidential report, which is prepared by their immediate superior.
♦ Less consideration is given to the constraints, which are beyond the control of the Matriculate employees while evaluating their performance with the targets as compare to the consideration, which is given to the Graduate, and Postgraduate employees in the organization.
♦ Employees irrespective of their total service find that their promotion is based on the annual confidential reports, which is prepared by their immediate superiors.
♦ Irrespective of the number of years in the present position and the employees with Post graduation as their qualifications finds that their Performance appraisal is done impartially in the organization.
♦ Employees find Performance appraisal as a control tool in the organization.
♦ Matriculate employees do not think that Performance appraisal should be taken as the sole criterion for their promotion.

Observations relating to performance appraisal

♦ Both raters and rates know the system of Performance appraisal and its timing.
♦ Present Performance appraisal in the Company emphasize on development of personnel, improved performance on the job and providing emotional security.
Employees found their immediate superiors as helper and counselor.

- Statistical data either was not used or was less used while doing the Performance appraisal in the Company.

- Three or four hour’s interviews annually, with subordinates regarding their performance should be conducted; the employees in the Company required this.

- Performance appraisal put the pressure on the employees in the Company.

- Company did not use the informal procedures of the performance appraisal and it was done in the Company on formal and systematic basis.

- No training was provided to the immediate superiors as well as to the subordinates for the effective Performance appraisal.

- Employees know about the views of their immediate superiors about them through the performance appraisal.

- Results of promotion provide the information to the employees that whether their ACR was positive or negative.

- Employees found that their immediate superiors some time depend up on the faulty assumptions while doing their performance appraisal.

- Employees want that their immediate superiors should discuss their assessment reports with them.

- Class appraisals were not at all done in the Company.

**Findings relating to Career planning**

- The Company had fulfilled the career aspirations of the employees whereas the Matriculate employees, employees with less than 10 years of work experience and total service were of the view that Company did not fulfill their career aspirations.

- Employees accepted that Company provided them the opportunity to fully make use of their career potential except Matriculate employees who negated this aspect and employees in the pay scale of Rs. 35001/- who remained undecided about this view.

- Majority of employees agreed that their career planning was determined by their personal and professional goals apart from the Matriculate employees.
The majority of the employees supported the statement that opportunities were available for developing the career in the organization except the employees with Matric qualifications.

It was found by the majority of employees that Company had the well laid down policy to provide the employees with appropriate opportunities for career growth whereas the employees with Matric qualifications and the employees in the pay scale of Rs. 5000/- to Rs. 15000/- negated this aspect.

Majority of the employees, found that there were fair chances of promotion while working in the Company but this was not so in all the cases.

It was found by the majority of the employees that their immediate superior provided them the information about the new opportunities of growth excluding the Matriculate employees and the employees in the pay scale of Rs. 5000/- to Rs. 15000/-.

The superiors were aware about the needs and aspirations of the employees for the career growth, this was found by the majority of the employees in the organization but still there were some employees who remained undecided about the aspect.

Employees supported that their superior consider their needs and aspirations while allocating them the job whereas the Matriculate employees and the employees with less than 10 years of total service did not found the same.

Majority of the employees agreed that their immediate superior guided them in planning their career except the Matriculate employees.

The majority of employees except the Matriculate employees found that they were placed on the job, which was best suited to them.

Employees were of the view that external counseling was not provided to them for career planning, but with this there were some employees who remained silent to this view.

It was evident that the changing organizational environment was given consideration in doing employee career planning. The majority of employees agreed with this facet.
Career planning helps in the development of the employees in the organization, this was supported by the majority of the employees, however, this was not so in all the cases.

Majority of the employees were aware about the career ladder to be followed to reach the desired level in the organization but the Matriculate employees were still not aware about the career ladder to reach at desired level.

Majority of the employees found that management designed the career ladder, which helped them to move towards their career goals, but this was not so in all the cases.

The superior provides the guidance to the employees in setting their career goals and their early achievement; this was accepted by majority of the employees but this was not so in all the cases.

The job placement was used as a career planning technique; the majority of employees were explicit through their positive responses for this but the employees in 18-28 years of age group, Matriculate employees and the employees with the pay scale of Rs. 5000/- to Rs. 15000/- found that the job placement was not utilized as a technique for career planning.

Majority of employees in agreed that the career planning helps the employees to know their own needs related to their career goals excluding the Matriculate employees.

The immediate superior made the employees aware of the career opportunities available for them in the organization, this was supported by the majority of employees but this was not so in all the cases.

Inferences relating to career planning

- Career aspirations of the employees with higher educational qualifications are fulfilled while working in the Company.
- Company is providing the opportunity to the Class II employees and the employees with the higher qualifications for making full use of their career potential.
- Organization keeps under consideration the needs, interests, values and abilities of the employees who are senior in total years of service while planning their career.
♦ Career Planning of the employees is determined by their personal and professional goals.
♦ Graduate and Postgraduate employees and the employees in the Class I and II find more opportunities available for developing their career within the organization.
♦ Employees find a well laid down policy in the Company, which provides them the opportunities for the career growth.
♦ Employees irrespective of the work experience and total years of service find that their immediate superiors are aware of their needs and aspirations regarding the career.
♦ The employees in all the age groups find that while allocating the job to them, their immediate superior considers their personal interest, needs and aspirations.
♦ Employees find that their immediate superiors provide them the guidance in planning their career.
♦ Employees in the organization are placed on the job, which is best suited with their qualifications.
♦ Employees find that the changing organizational environment is given consideration while doing their career planning.
♦ Employees are aware about the career ladder to be followed by them for reaching the desired level in the organization.
♦ Employees find that, their management designs the career ladder, which helps them in moving towards their career goals.

Observations relating to Career planning

♦ Career planning was not found to be an ongoing exercise in the Company.
♦ More responsibility for the career of the employees lied on them only and not on the Company.
♦ Company had tried to retain its talent.
♦ Career development did not cover properly the low level and less educated employees of the Company.
♦ Employees found that they are on the high positions due to the strength of their performance.
♦ Company did not make the consideration for changing future environment.
Employees themselves did not monitor their career plans.
There was no prescribed and established criterion for the career planning in the Company.
There was uncertainty among the managers of the professional employees about how to guide the careers of their subordinate employees.
There were some employees who remained high performers over the years but others had not.
Employees found that sometimes they themselves were not aware about their own needs, which made it difficult for their immediate superiors to know about their needs.

Findings relating to motivation among employees of OICL

- The majority of employees supported the view that Company uses both positive and negative motivation.
- Majority of employees agreed that they were fully satisfied with their job, however, some of the employees in the age group of 18-28 years and the employees with pay scale of above Rs. 35001/- were not satisfied with their job.
- The Company uses medical reimbursement and paid insurance as the motivators, this view was supported by the majority of the employees.
- Majority of employees irrespective of any variable agreed that medical reimbursement and paid insurance were used as the motivators except the employees in the pay scale of above Rs. 35001/- who remained undecided.
- The overwhelmingly majority of employees irrespective of any variable found their job was interesting and challenging except the two employees in the age group of 18-28 years.
- The employees with working experience less than 10 years did not found the good working conditions in the Company, whereas the majority of other employees agreed that there were good working conditions in the organisation.
- Majority of employees irrespective of any variable supported the aspect that Company relied mainly on promotion as a motivator except the employees in the pay scale of above Rs. 35001/- who were uncertain about this view.
Irrespective, of any variable the employees agreed that there were adequate promotional avenues in the Company excluding the employees with less than 10 years of working experience and total service.

Employees in the age group 18-28 years found that the promotion did not brought the considerable change in the authority and responsibility, whereas the majority of other employees supported that the authority and responsibility brought the considerable change in the authority and responsibility.

Written test and interview were used as a technique to determine merit for promotion.

Employees up to 10 years of total service and in the pay scale of above Rs. 35001/- did not found the promotional policies of the Company fair and comprehensive for all the employees, whereas, the majority of other employees agreed that the promotional policies of the Company were fair and comprehensive for all the employees.

Promotion was done as per qualifications and experience, majority of employees found this in the organisation.

Job provided the employees the opportunities for career growth; majority of employees were explicit through their positive responses for this assertion.

**Inferences relating to motivation**

- Employees find that Company uses both positive and negative motivations.
- Employees find that the Company uses the medical reimbursements and paid insurance as motivators.
- Employees in all the pay scales and irrespective of the Class find their job interesting and challenging.
- Employees find that the Company relies mainly on the promotion as the motivator.
- Employees find that the Company uses written test and interviews for determining the merit for promotion.
- Employees find that the promotion in the Company is done as per qualifications and experience.
Observations relating to Motivation

- Employees found that the motivation system of the Company was adequate and covered the whole work force and the entire activities of the Company.
- Top level managers valued achievement and self actualization, while middle level managers’ value advancement, type of work and the feeling of worthwhile accomplishment, lower level want increase in the financial benefits.
- Employees believed that they got the adequate incentives for satisfying their motives.
- There was low employee turnover and less absenteeism found in the Company.
- There were some employees who were found to be rigid in accepting the changes introduced in the Company.
- Employees were satisfied with the motivational policies of the Company.

Findings relating to the Morale of employees in OICL

- Employees accomplished their assigned task on time; the majority of the employees supported this view.
- Employees performed their jobs confidently.
- Company had the policies for the welfare of the employees; this was supported by majority of employees irrespective of the variables apart from the employees in the age group of 18-28 years and with less than 10 years of work experience and total years of service.
- The majority of the employees supported that repetitive nature of job does not affect their working, but the employees in the age group of 18-28 years and with less than 10 years of work experience and total years of service found that their working was affected by the repetitive nature of their job.
- The significant majority of employees found job security in the Company.
- Employees with total length of service up to 10 years found that they did not get the salary according to the work done by them, however, the majority of the employees in the other categories of the variables supported that their salary was according to the work done by them.
- The employees of the Company took pride in doing their work.
Inferences relating to Morale

♦ Employees accomplish their tasks always in time.
♦ Employees senior in age and work experience are more confident while performing their job than the junior employees.
♦ There is cooperation among the employees while at work.
♦ Employees find that the Company has various policies for the welfare of the employees.
♦ Employees find the job security in the Company.
♦ Employees in the organization find that their salary is according to the work done by them.
♦ Employees of the Company take pride in doing their job.
♦ HR department play a satisfactory role in defining the authority and responsibility of the jobs of the employees.
♦ Practices of HR department help the employees to perform better at work.
♦ HR department contributed effectively in increasing the performance of the young employees in the Company.
♦ HR department help them to realise their potential to the fullest.

Observations relating to Morale

o Employees were found with the favorable attitude towards their job and organization.
o Sometimes employee found their immediate superiors making fuss over the small issues.
o A sense of belongingness was noticed among the employees of the Company.
o There was a very less discrimination among the employees in allocation of the work by the immediate superiors.

Findings relating to the working of HR department

♦ Majority of employees in all the variables found that HR department played a satisfactory role in defining the authority and responsibility of the jobs of the employees, but the employees in the age group of 18-28 years remained undecided to the issue.
Practices of HR department helped the employees to perform better at work. This was found by majority of employees in the organisation.

Majority of employees convincingly opined that HR department contributed effectively in increasing the performance of the Company.

Employees found that HR department helped them to realise their potential to the fullest.

Inferences drawn relating to the working of HR department

- HR department play a satisfactory role in defining the authority and responsibility of the jobs of the employees.
- HR department contributes effectively in increasing the performance of the Company.
- HR department help the employees to realise their potential to the fullest.
- Practices of HR department help the employees to perform better at work

Testing of Hypotheses

In subsequent pages the hypotheses which were framed at the beginning of the study have been tested.

Criteria for the Hypotheses testing

The findings which were in favour of the hypotheses were marked as $\Box$ and which were against were marked as $\n$ and in case of neutral findings $=\ n$ was marked. In the end all the $\Box$, $\n$ and $=$ were counted separately and if $\Box$ were more than the $\n$ the hypothesis was accepted; when the number of $\n$ were more than the $\Box$ than the hypothesis was rejected. In case of $=$ it was considered same and was considered as partial support. The Hypothesis $\Box$ was considered to be accepted whereas $\n$ was considered as not accepted.

Criteria for analyzing the impact of variables on hypothesis

More of favouring responses of employees senior in age, educational qualifications, Class, Pay scale, work experience in OICL, total years of service and number of years in present position as compared to the employees junior in all these variables were taken as $\Box$, the vice versa was taken as $\n$ and if the responses of senior and junior were same those were taken as $=\ n$. In the end all the $\Box$, $\n$ and $=$ were counted separately and if $\Box$ were more than $\n$ then it was inferred that senior
employees were more in agreement with the hypothesis and if more than it was inferred that junior employees were more in agreement with the hypothesis.

Hypothesis I: Training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

☑ All the employees supported the viewpoint that skills and knowledge of the employees were enhanced through systematic training.
☑ Adequate emphasis was given to the training at all levels.
☑ The training needs were assessed keeping in mind the job requirements of the employees.
☑ Majority of employees agreed that HR department asked the boss about training needs of the employees except the Matriculate and the employees in the pay scale of Rs. 5000/- to Rs. 15000/- did not found the same.
☑ The employees agreed with the viewpoint that selection of trainees for the training program was need based except the employees in the pay scale of above Rs. 3500/- and those with up to 10 years of working experience.
☑ Training needs of the employees were assessed during the performance appraisal in the Company but this was not so in all the cases.
☑ Employees in the pay scale of above Rs. 3500/- found that training schedules of the Company were not prepared in the light of identified training needs, whereas the majority of employees in the other pay scales supported that the training schedules of the Company were prepared in the light of identified training needs.
= It was found by the majority of the employees that induction training was given importance in the organization but the high proportion of the employees with up to 10 years of total service remained undecided for the issue.
☑ Immediate superior took adequate interest in the training of their employees, only the matriculate employees did not agree with this assertion.
☑ Course contents of training program were relevant to the training needs and nearly all the employees supported this relevance.
☑ The training to the employees in the Company was provided by the experienced instructor.
It was found by the majority of employees that training program attended by them proved to be an effective learning experience.

Very notable magnitude of the employees, were in agreement with the question at issue that they were able to absorb the ideas and knowledge gained during the training program.

It was found by the employees in the Company that their job efficiency had improved with the knowledge and experience gained during the training program.

The employees were made acquainted with the problems faced by them at work place and were provided with the experienced based solutions through training but there were some of the Matriculate employees who remained undecided about this aspect.

The majority of the employees found that they were provided with the opportunity to look objectively at the skill level of the job, but the employees in the age group 18 –28 years remained silent for the same.

It was found by the majority of the employees that contents of the training program were job related.

Majority of the employees supported the view that contents of the training program touched the both theoretical and practical aspects of the job however the employees with the work experience up to 10 years were in high proportion to remain silent to the aspect.

From the above analysis it can be seen that there are nine, five and four so the hypothesis got a favourable response hence it is accepted.

However, the hypothesis has been accepted. It would be pertinent to assess the impact of various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analyzed subsequently.

(a) Effects of the variable age

The age of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

More of employees younger in age found that training enhance their skill and knowledge compared to the employee’s senior in age.
More of younger employees accepted that adequate emphasis was given to the training at all levels as compared to the elder employees.

Comparatively less percentage of employees senior in age felt that training needs of employees were assessed keeping in mind the job requirements as against the young employees.

Employee’s senior in age accepted that HR Department asked their immediate superiors about their training needs.

More of senior employees found that selection of trainees for training program was need based than the younger employees.

Less of younger employees found that the training needs of employees were assessed during performance appraisal as compared to the senior employees.

More of young employees accepted the viewpoint that training schedules of the Company are prepared in the light of identified training needs.

Employee’s senior in age felt that induction training was given importance in OICL.

Immediate superiors of senior employees take adequate interest in their training.

More of senior employees as compared to younger employees found that course contents of training program were relevant to the training needs.

Less of senior employees as against younger employees accepted that training is imparted by experienced instructor.

The more of younger employees found the training program as an effective learning experience.

Senior employees were able to absorb the ideas and knowledge imparted through training program.

Knowledge and experience gained during training program had improved the job efficiency of more of senior employees as against the young employees.

Training acquainted more of senior employees as compared with the younger employees with the problems faced by them at work place and also provided them experience based solutions.

Training provided more opportunities to senior employees as compared to younger employees to look objectively at skill level of their job.
More of employees younger in age felt that course contents of the training program were related to their job in comparison to the senior employees.

The employee’s senior in age than the employees younger in age found that course contents of training program touched both theoretical and practical aspects of the job.

From the above analysis it can be seen that there are seven ☐ and eleven ☐, so it is proved that the employees senior in age were more in agreement with the hypothesis.

(b) Effects of variable educational qualifications

The educational qualifications of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

Systematic training enhanced the skills and knowledge of more of employees with lower educational qualifications as compared to the employees with higher qualifications.

Employees with lower qualifications found that adequate emphasis was given to the training at all levels.

The training needs of more of matriculate employees were assessed keeping in mind the job requirements as compared to the Graduates and Post graduates.

More of Graduates and Post graduates as against the Matriculates accepted that HR Department asked their immediate superiors about their training needs.

Employees with higher educational qualifications were less in percentage as compared to the employees with lower qualifications to accept the viewpoint that selection of trainees for training program was need based.

The training needs of employees with higher educational qualifications as against the employees with lower educational qualifications were assessed during the performance appraisal.

More of employees with lower educational qualifications as against the highly qualified employees were of the view that training schedules of the Company were prepared in the light of identified training needs.

More of Matriculate employees found that induction training was given importance in OICL than that of Graduates and Postgraduates.
Immediate superiors of more of Graduates and Postgraduates as compared to Matriculates took adequate interest in training.

- Highly significant majority of employees irrespective of their educational qualifications opined that course contents of training program were relevant to the training needs.

- More of less educated employees as compared to the highly educated employees opined that training to the employees was imparted by experienced instructor.

- Less of Graduates and Postgraduates as against Matriculates were of the view that training program proved to be an effective learning experience.

- Employees with higher educational qualifications were more as compared to the employees with lower educational qualifications accepted that they were able to absorb the ideas and knowledge imparted through training program.

- Knowledge and experience gained during training program had improved the job efficiency of more of less educated employees.

- Training acquainted the more of the highly educated employees as against the less educated employees with problems faced by them at workplace and provided them the experienced based solutions.

- Training provided more opportunities to the Matriculates than that of Graduates and Postgraduates to look objectively at the skill level of their job.

- More of employees with higher educational qualifications found the contents of the training program job related than those of employees with lower educational qualifications.

- Less of Graduates and Postgraduates accepted that contents of training program touched both theoretical and practical aspects of their job as against the more of Matriculates.

From the above analysis it can be seen that there are six ✗, eleven =, and one ▪, so it is proved that the employees with lower educational qualifications were more in agreement with the hypothesis.

(c) Effect of variable Class

The level of position of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.
The employees irrespective of their level of position found that training enhanced their skills and knowledge. The employees posted at higher level in the Company were less as compared to the employees at the lower level to accept that adequate emphasis was given to the training at all levels. The lower level employees were more to support that the training needs of the employees were assessed keeping in mind the job requirements than that of higher level employees. The employees posted at higher level were more to accept that HR Department asked their immediate superiors about their training than that of employees posted in the lower level. The employees posted at both lower and higher level found that selection of trainees for training program was need based. The lesser proportion of employees posted at lower level were of the view that the training needs of the employees were assessed during the performance appraisal than the employees posted at the higher levels. More of the employees posted at higher level in the Company found that the training schedules of the Company were prepared in the light of identified training needs as against the employees in the lower level. The lower level employees were less in proportion to favour that induction training was given importance in OICL than the employees posted at higher level. Employees irrespective of the level of Class found that immediate superior took adequate interest in their training. Employees posted in higher level were less in proportion to support that course contents of the training program were relevant to the training needs of the employees. More of employees posted in the lower level opined that training was imparted by experienced instructor as against the employees posted in higher levels. Training program proved to be an effective learning experience for more of employees posted at the higher level as compared to the employees in the lower employees.
Employees posted at the lower level were more to absorb the ideas and knowledge imparted through training program than the employees at the higher level.

The more of employees posted at higher level found that knowledge and experience gained during the training program had improved their job efficiency in comparison to the employees in the lower levels.

Training acquainted the more of higher level employees with the problems faced by them at the work place than the lower level employees.

Training provided less opportunity to the lower level employees to look objectively at the skill level of their job as against the higher level employees.

The lesser proportion of employees posted at lower level in the Company accepted that course contents of the training program were related to their job as against the employees posted in the higher levels.

More of employees posted in the higher level in the Company viewed that contents of training program touched the both theoretical and practical aspects of their job.

From the above analysis it can be seen that there are ten ocrates, five ocrates and three kopy, so it is proved that the employees posted at higher level were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

More of the employees placed in the higher pay scales were able to enhance their skills and knowledge through training as against the employees placed in the lower pay scales.

The employees placed in the lower pay scale were more to found that adequate emphasis was given to the training of employees at all levels than that of employees in the higher pay scales.

The training needs of the employees placed in the lower pay scales were assessed keeping in mind the job requirements than that of higher pay scales.

The employees placed in the higher pay scales were less in proportion to favour that HR Department asked their immediate superiors about their training needs.
More of employees placed in the lower pay scales found that selection of trainees for the training program was need based in comparison to the employees in higher pay scales.

The training needs of the employees placed in higher pay scale were assessed during the performance appraisal.

The employees in the lower pay scales were more to support that training schedules of the Company were prepared in the light of identified training needs as compared to the employees in the higher pay scales.

Induction training was given importance in OICL; this was found by more of employees in the higher pay scale than the employees in the lower pay scale.

Immediate superiors of more of employees placed in the higher pay scale took adequate interest in their training in comparison to the employees in the lower pay scale.

Significant majority of employees irrespective of their pay scale were imparted training through experienced instructor.

Training program proved to be an effective learning experience for more of employees placed on the higher pay scales than that of employees in lower pay scales.

More of employees placed in higher pay scales were able to absorb the ideas and knowledge imparted through training program in comparison to the employees in lower pay scales.

Knowledge and experience gained during training program had improved the job efficiency of more of employees placed in higher pay scale as against the employees in the lower pay scale.

Less proportion of employees placed in the lower pay scale than that of employees placed in higher pay scale accepted that training acquainted employees with problems faced by them at the work place and provided them the experienced based solutions.

Training provided the more opportunities to the employees placed in the lower pay scales than that of employees placed in higher pay scales to look objectively at the skill level of their job.

Contents of the training program were more related to the job of employees placed in the higher pay scale as against the employees placed in lower pay scale.
More of employees placed in higher pay scale were of the view that contents of training program touched both theoretical and practical aspects of their job in comparison to the employees placed in higher pay scale.

**From the above analysis it can be seen that there are ten  ☐, seven ☐ and one ☐, so it is proved that the employees placed in higher pay scale were more in agreement with the hypothesis.**

**(e) Effect of variable work experience**

The work experience of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

☐ Less of the employees with senior in work experience were able to enhance their skills and knowledge as against the employee’s junior in experience.

☐ More employees with less work experience accepted that adequate emphasis was given to the training at all levels than the employees with more work experience.

☐ The training needs of more of the senior employees were assessed keeping in mind their job requirements as against the employee’s junior in work experience.

☐ More of employees senior in work experience than those of junior in experience were of the opinion that HR Department asked their immediate superior about their training needs.

☐ Selection of trainees for training program was found to be need based by more of senior employees than the junior employees.

☐ The training needs of the more of senior employees were assessed during the performance appraisal as compared to the employees junior in work experience.

☐ Lesser proportion of employees’ senior in work experience supported that training schedules of the Company were prepared in the light of identified training needs than the junior employees.

☐ The senior employees were more to found that induction training was given importance in OICL as against the junior employees.

☐ Immediate superiors of less of junior employees as compared to senior employees took adequate interest in training.
Less of the senior employees were of the view that course contents of training program were relevant to their training needs as against the employees' junior in work experience.

Employees senior in work experience were more in proportion to favour that training to the employees was imparted through experienced instructor than the junior employees.

Training programs proved to be effective learning experience for more of employees' junior in work experience as against the employees' senior in experience.

Junior employees were more to absorb the ideas and knowledge imparted through training program than the senior employees.

Knowledge and experience gained during the training program had improved the job efficiency of less proportion of senior employees as against the junior employees.

Training acquainted more of junior employees as compared to the employees' senior in work experience with problems faced by them at work place and provided experienced based solutions.

Training provided more opportunities to the employees' senior in work experience to look objectively at skill level of their job as compared to junior employees.

More of senior employees in comparison to junior employees accepted that contents of training program were related to their job.

More of senior employees felt that contents of training program touched both theoretical and practical aspects of their job.

From the above analysis it can be seen that there are ten ☒ and eight ☐, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service

The length of total service of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

Less of the employees with the longer length of total service were able to enhance their skills and knowledge as against the employee's shorter length of total service.

More employees with shorter span of total service accepted that adequate emphasis was given to the training at all levels than the employees with longer span of service.
The training needs of more of the employees with shorter length of total service were assessed keeping in mind their job requirements as against the employee’s with longer span of total service.

More of employees in lower period of total service than those of than those in the higher period were of the opinion that HR Department asked their immediate superior about their training needs.

Selection of trainees for training program was found to be need based by more of employees with longer period of total service than the employees with shorter period.

The training needs of the more of employees shorter period of total service were assessed during the performance appraisal as compared to the employees with the longer period.

Lesser proportion of employees’ with longer period of total service supported that training schedules of the Company were prepared in the light of identified training needs than the employees with the shorter period of service.

The employees with longer length of total service were more to found that induction training was given importance in OICL as against the employees with shorter period.

Immediate superiors of less of employees with longer span of total service as compared to employees with longer span took adequate interest in training.

Less of the employees senior in total years of service were of the view that course contents of training program were relevant to their training needs as against the employees’ junior in total years of service.

Employees senior in total years of service were more in proportion to favour that training to the employees was imparted through experienced instructor than the junior employees.

Training programs proved to be effective learning experience for more of employees’ shorter span of total service as against the employees’ with longer span of total service.

Employees with shorter period of total service were more to absorb the ideas and knowledge imparted through training program than the employees’ longer period of total service.
Knowledge and experience gained during the training program had improved the job efficiency of less proportion of employees with longer length of total service as against the employees' with shorter length of total service.

Training acquainted more of employees with shorter length of total service as compared to the employees' senior in total service with problems faced by them at work place and provided experienced based solutions.

Training provided more opportunities to the employees' with shorter length of total service to look objectively at skill level of their job as compared to employees with longer length of total service.

Less of employees with longer length of total service in comparison to employees with shorter length of total service accepted that contents of training program were related to their job.

More of employees with longer length of total service felt that contents of training program touched both theoretical and practical aspects of their job as against the employees with shorter length of total service.

From the above analysis it can be seen that there are four ☑ and fourteen ☑, so it is proved that the employees with shorter length of total service were more in agreement with the hypothesis.

(g) Effect of variable period of present position

The period of present position of the employees made difference on their responses regarding the hypothesis that training needs of the employees of the Company were properly determined and the systematic training schedule was followed.

Employees with longer period in present position were less in proportion to accept that training enhanced their skills and knowledge as compared to the employees with shorter period in present position.

More of employees with longer period in present position were of the view that adequate emphasis was given to the training at all levels as against the employees with shorter period in present position.
The training needs of more of the employees with shorter period in present position were assessed keeping in mind the job requirements than that of employees with longer period in present position.

More of the employees with shorter period in present position were of the view that HR Department asked their immediate superior about their training needs than the employees with shorter period in present position.

Employees with shorter period in present position were less in proportion to favour that selection of trainees for training program was need based in comparison to the employees with longer period in present position.

The training needs of more of the employees with longer period in position than the employees with shorter period in present position were assessed during the performance appraisal.

Employees with shorter period in present position were less in proportion to support that training schedules of the Company were prepared in the light of identified training needs than the employees with longer period in present position.

More of employees with longer period in present position than the employees with shorter period in present position were of the view that induction training was given importance in OICL.

Immediate superior of more of employees with shorter period in present position as compared to employees with longer period in present position took adequate interest in their training.

Course contents of training program were relevant to the training needs of more of employees with longer period in present position than the employees with shorter period in present position.

Training to the employees with longer period in present position was imparted by experienced instructor.

Training program proved to be an effective learning experience to more of employees with shorter period in present position as against the employees with longer period in present position.
Employees with shorter period in present position were less in proportion to accept that they were able to absorb the ideas and knowledge imparted through training program than the employees' longer period in present position.

Knowledge and experience gained during the training program had improved the job efficiency of less proportion of employees with longer period in present position as compared to the employees with shorter period in present position.

Training acquainted the more of employees with shorter period in present position with the problems faced by them at the work place and provided experienced based solutions.

Less proportion of employees with shorter period in present position as against the employees with longer period in present position supported that the training provided them the opportunity to look objectively at the skill level of their job.

Contents of training program were job related; this was found by more of employees with shorter period in present position than the employees with longer period.

Less of employees with the longer period in present position were of the opinion that contents of training program touched both theoretical and practical aspects of their job as against the employees with shorter period in present position.

From the above analysis it can be seen that there are eight ☑️ and ten ☐️ so it is proved that the employees with shorter period in present position were more in agreement with the hypothesis.

From the above analysis it can be ascertained that of the seven variables employees’ senior in four variables viz., age, Class, pay scale and work experience in OICL were more in agreement with the hypothesis.

Hypothesis II: Performance appraisal of the Company’s employees is an instrument to assess the performance and talent of its employees.

The majority of employees supported the aspect that the performance appraisal was a useful technique to evaluate the employees’ performance.

Performance appraisal provided the information to the employees about their strengths and weaknesses; this was found by the majority of employees excluding the employees in the age group of 18-28 years who did not found the same.
Immediate boss did the Performance appraisal, this was viewed by significant majority of employees but the employees in high proportion from the age group of 18-28 years were undecided to the aspect.

- Performance appraisal reports if positive served as the base of promotion. The majority of employees found this.

- Performance appraisal had provided the opportunity for assessing the training and development needs of the employees. This was found by the majority of the employees except the young employees in the age group of 18-28 years of age group who remained undecided to it.

- Majority of the employees either agreed or strongly agreed with the viewpoint that weaknesses of the employees were communicated to them in non-threatening way.

- It was found that the employees who were in the age group of 18-28 years and the employees with less than 10 years of total service disagreed that job description was communicated to them before the actual performance of the job but the majority of employees in all the other categories supported this point of view.

- Through the performance appraisal employees were able to develop their career within the organization and this viewpoint was supported by the majority of the employees, but the employees in the age group of 18-28 years remained undecided to the issue.

- Bosses helped their subordinates in development of their career within the organization through performance appraisal but the majority of the matriculate employees did not found the same.

- Achievements were recognized and rewarded on the basis of performance appraisal; it was found that the majority of the employees, but the matriculate employees did not found the same.

- Performance appraisal provided the employees' feedback to better their performance in a bid to improve their rating over others, more than majority of employees except the employees with Matric qualifications supported this assertion.

- Performance appraisal provided an opportunity to the employees for self-review; this was well favoured by the employees excluding the Matriculate employees.
Performance appraisal was done through the annual confidential report prepared by the immediate boss. Only the employees with Matric qualifications remained undecided to the issue.

The majority of employees in almost all the variables supported the statement that while evaluating performance vis-à-vis targets constraints beyond control were given consideration. Further, there were the habitual employees who were silent about the issue.

Confidential report if negative was not conveyed to the employees.

Only the majority of matriculate employees were not satisfied with the performance appraisal system. However, the other employees were satisfied with the prevailing Performance appraisal system in the organization.

It was found by the majority of employees, that the promotion of the employees was based on the annual confidential report prepared by the immediate boss. But the employees in the age group 18-28 years did not find the same.

Majority of matriculate employees and the employees in the age group of 18-28 years found that their boss did not take the Performance appraisal process seriously. However, the majority of the other employees found their boss serious about the Performance appraisal process.

Performance appraisal was done impartially in the organization and the majority of the employees in all the variables found it except the matriculate employees, employees with less than 10 years of working experience and less than 10 years of total service.

Matriculate employees found that Performance appraisal does not acted as a tool of control in the organization whereas the majority of other employees it as the control tool.

Majority of employees in the age group 18-28 years, who were matriculate and especially the employees in the pay scale of above Rs. 35001/- believed that Performance appraisal should not be the sole criterion for the promotion but the other employees were in majority in the other categories of all the variables who believed that Performance appraisal should be the sole criterion for the promotion.

From the above analysis it can be seen that there are three ☒, thirteen ☐ and five = so the hypothesis got an unfavourable response hence it is rejected.
Though, the hypothesis has been rejected. It would be pertinent to assess the impact various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analysed in the subsequent paragraphs.

(a) Effect of variable age

The age of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company’s employees was an instrument to assess their performance and talent.

☑ Performance appraisal is a useful technique to evaluate the performance of employees’ senior in age as compared to the employees younger in age.

☑ Employees elder in age were provided with the information about their strengths and weaknesses through performance appraisal.

☑ Performance appraisal of employees’ senior in age was done by their immediate superiors as compared to the younger employees.

☑ Comparatively less percentage of employees’ senior in age felt that performance appraisal report if positive served as the base for their promotion.

☑ More of senior employees than the younger employees accepted that performance appraisal provided the opportunities for assessing training and development needs.

☑ Weaknesses of the employees younger in age were communicated to them in a non threatening way as compared to the elder employees.

☑ Job description was communicated to the more of elder employees as compared to the younger employees before the actual performance of job.

☑ More of employees elder in age than the employees younger in age were able to develop their career within the organisation.

☑ Immediate superiors of more of senior employees than the younger employees helped them to develop their career through performance appraisal.

☑ Achievements of more of younger employees than those of employees elder in age were recognised and rewarded on the basis of performance appraisal.
Lesser proportion of employees' senior in age than the younger employees were of the opinion that performance appraisal provided them the feedback to better their performance in a bid to improve their rating over others.

The employees senior in age were provided with the more opportunities for self review through performance appraisal as against the younger employees.

Employees younger in age were more to support that performance appraisal was effectively done through ACR prepared by the immediate superior than the senior employees.

While evaluating the performance of senior employees vis-à-vis targets constraints beyond control were given consideration.

Confidential report if negative was only conveyed to the senior employees.

Employees senior in age were more satisfied with the performance appraisal system in the organisation as compared to the younger employees.

Lesser proportion of employees younger in age was of the view that promotion of employees was based on ACR prepared by the immediate superior than the employees elder in age.

Senior employees found their immediate superiors taking performance appraisal process seriously as compared to the employees younger in age.

Younger employees were in less proportion to support that performance appraisal was done impartially in the organisation as against the employees' senior in age.

More of employees' senior in age than the younger employees felt that performance appraisal acted as a tool of control in the organisation.

Employees elder in age supported that the performance appraisal should be taken as the sole criterion for determining merit for promotion.

From the above analysis it can be seen that there are sixteen ☑ and five ☐, so it is proved that the employees senior in age were more in agreement with the hypothesis.

(b) Effect of the variable educational qualifications

The educational qualifications of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company's employees was an instrument to assess their performance and talent.
Employees with lower educational qualifications were more to support that performance appraisal was a useful technique to evaluate their performance in comparison to employees with higher educational qualifications.

Performance appraisal provided the information to the less educated employees about their strengths and weaknesses as against the highly educated employees.

More of the employees with lower educational qualifications found that their performance appraisal was done by their immediate superiors than the employees with higher educational qualifications.

Performance appraisal report if positive served as the base of more highly educated employees than the less educated employees.

More of highly educated employees were provided with the opportunities for assessing the training and development needs as compared to the less educated employees.

Weaknesses of the more of employees with lower educational qualifications were communicated to them in a non-threatening way as against the employees with higher educational qualifications.

More of highly educated employees were provided with the job description before the actual performance of their job than the less educated employees.

More of highly educated employees than the less educated employees were able to develop their career within the organisation through performance appraisal.

Immediate superiors of employees with higher educational qualification help them to develop their career through performance appraisal.

More of employees with higher educational qualifications felt that achievements were recognised and rewarded on the basis of performance appraisal than the employees with lower educational qualifications.

The performance appraisal provided the feedback to more of highly educated employees to better their performance in a bid to improve their rating over others than the employees with lower education qualifications.

Performance appraisal provided the opportunities to highly educated employees for the self review than the less educated employees.
Comparatively lesser proportion of employees with lower educational qualification felt that performance appraisal was done effectively through the ACR prepared by the immediate superior.

Less percentage of employees with lower educational qualifications as compared to the employees with higher educational qualifications were of the view that while evaluating performance vis-à-vis targets constraints beyond control were given consideration.

Highly educated employees were more to accept CR if negative was conveyed to employees.

Employees with higher educational qualifications were more satisfied with the performance appraisal system in the organisation as against the employees with lower educational qualifications.

More of the highly educated employees than the less educated employees found that their promotion was based on the ACR prepared by the immediate superior.

Less proportion of employees with lower educational qualification accepted that their immediate superior took performance appraisal seriously than the employees with higher educational qualification.

Highly educated employees were of the opinion that performance appraisal was done impartially in the organisation than the less educated employees.

More of employees with higher educational qualifications supported the view that performance appraisal act as a tool of control in the organisation as compared to the employees with lower educational qualifications.

More of the highly educated employees were of the view that performance appraisal should be taken as the sole criterion for promotion than the employees with lower educational qualifications.

From the above analysis it can be seen that there are sixteen ☑️ and five ☐️, so it is proved that the employees with higher educational qualifications were more in agreement with the hypothesis.

(c) Effect of the variable Class
The level of Class of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company’s employees was an instrument to assess their performance and talent.

- Employees posted at the lower level were more to support that performance appraisal was a useful technique to evaluate their performance as compared to the employees' posted at higher levels.
- Performance appraisal provided the information to the more of lower level employees about their strengths and weaknesses than the employees posted at higher level.
- More of employees posted in lower levels as compared to the employees posted in higher levels accepted that performance appraisal was done by their immediate superior.
- Lesser proportion of employees posted in lower level found that performance appraisal report if positive served as the base for promotion than the employees posted at higher level.
- The more of employees posted at higher level than the employees at lower level found that performance appraisal provided them the opportunities for assessing training and development needs.
- Weaknesses of the employees placed in lower level were communicated to them in a non threatening way as compared to the employees posted in higher level.
- More of the employees posted at higher level were communicated with the job description before the actual performance of the job as against the employees at lower levels.
- Through performance appraisal higher level employees as compared to lower level employees were able to develop their career within the organisation.
- Immediate superiors of the more of lower level employees than the higher level employees helped them to develop their career through performance appraisal.
- More of employees posted in higher level than the employees in the lower level felt that their achievements were recognised and rewarded on the basis of performance appraisal.
- Through performance appraisal less of lower level employees as compared to the employees posted at higher level were provided with the feedback to better their performance in a bid to improve their rating over others.
Performance appraisal provided the more opportunities to higher level employees for the self review as against the employees posted at lower level.

More of employees in the higher level than the employees in the lower level were of the opinion that the performance appraisal in the organisation was effectively done through ACR prepared by immediate superior.

Confidential report if negative was only conveyed to the employees posted in lower level.

More of the employees posted in the higher level were satisfied with the performance appraisal system in the organisation as compared to the employees in the lower level.

Less of the employees posted in lower level felt that the promotion was based on the ACR prepared by the immediate superior than employees in the higher level.

More of the employees posted in the higher level accepted that their immediate superior take performance appraisal process seriously as compared to the employees in lower level.

Employees posted in the higher level found that performance appraisal was done impartially in the organisation.

Less proportion of the lower employee was of the view that performance appraisal act as a tool of control in the organisation than the employees in the lower level.

Employees posted in higher level were of the view that performance appraisal should be taken as the sole criterion for determining the merit for promotion than the employees posted in the lower level.

From the above analysis it can be seen that there are fourteen ☑ and seven ☐, so it is proved that the employees with placed at higher level educational were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company's employees was an instrument to assess their performance and talent.

Employees placed in lower pay scale were more to found performance appraisal as a useful technique to evaluate employees’ performance than the employees in the higher pay scales.
Employees irrespective of the pay scale found that performance appraisal provide them the information about their strengths and weaknesses.

More of the employees in the lower pay scale were of the view that performance appraisal was done by their immediate superior than the employees in the higher pay scale.

Performance appraisal report if positive serves as the base of promotion for more of employees placed in the higher pay scale than the employees in the lower pay scale.

More of employees in the lower pay scale were provided with the opportunities for assessing training and development needs than the employees in the higher pay scales.

Weaknesses of the employees in the lower pay scales were communicated in a non threatening way than the employees in the higher pay scale.

More of the employees in the higher pay scale were communicated with the job description before the actual performance of the job than the employees in the higher pay scale.

More of employees in the higher pay scale were able to develop their career with the organisation through performance appraisal than the employees in lower pay scales.

Through performance appraisal the immediate superiors less proportion of employees in the lower pay scale helped them to develop their career as against the employees in the higher pay scale.

Achievements of more of the employees in the higher pay scale were recognised and rewarded on the basis of performance appraisal than the employees in the lower pay scale.

More of employees in the higher pay scale supported that performance appraisal provided them the feedback to better their performance in a bid to improve their rating over others in comparison to the employees in lower pay scale.

More of the employees in the higher pay scale were provided with the opportunity of self review through the performance appraisal.

While evaluating performance vis-à-vis targets constraints beyond control were given consideration; this was found by more of employees in the lower pay scale as against the employees in the higher pay scale.
Employees in both levels of pay scale i.e., higher and lower were of the view that CR if negative was not conveyed to the employees.

- Employees in the lower pay scale were more satisfied with the performance appraisal system as compared to the employees in the higher pay scales.

- Less proportion of employees in higher pay scale than the employee in the lower pay scale felt that the promotion of the employee was based on the ACR prepared by the immediate superior.

- Immediate superior of the employees in the higher pay scale took the performance appraisal process more serious than the immediate superiors of the employees in the lower pay scale.

- Comparatively less proportion of employees in lower pay scale found that performance appraisal was done impartially in the organisation.

- More of employees in higher pay scale found the performance appraisal as a tool of control in the organisation than the employees in the lower pay scale.

- More of employees in the higher pay scale suggested that performance appraisal should be taken as sole criterion for determining the merit for promotion.

From the above analysis it can be seen that there are eleven ☑, two = and eight ☐, so it is proved that the employees posted at higher level were more in agreement with the hypothesis.

(e) Effect of variable work experience in OICL

The work experience of the employees in OICL made the difference in their responses regarding the hypothesis that performance appraisal of the Company's employees was an instrument to assess their performance and talent.

- More of the employees with longer period of work experience accepted that performance appraisal was a useful technique to evaluate their performance than the employees with shorter period of work experience.

- Less proportion of employees' junior in work experience than the employees' senior in work experience found that performance appraisal provided them the information about their strengths and weaknesses.

- Less of employees' senior in work experience accepted that performance appraisal was done by their immediate superiors than the employees' junior in work experience.
Performance appraisal report if positive served as the base of promotion of more of senior employees than the employees' junior in work experience.

More opportunities for assessing training and development needs through performance appraisal were provided to the employees junior in work experience.

Weaknesses of the employees' junior in work experience were communicated to them in a non-threatening way than the employees' senior in work experience.

Job description was communicated to the employees' senior in work experience before the actual performance of the job.

More of the junior employees' were able to develop their career with the organisation through performance appraisal than the senior employees'.

Employees junior in work experience were helped by their immediate superiors in developing their career through performance appraisal.

Achievements of more of employees' junior in work experience than the employees' senior in work experience were recognised and rewarded on the basis of performance appraisal.

Performance appraisal provided the feedback to the less proportion of senior employees to better their performance in a bid to improve their rating over others than the junior employees.

Performance appraisal provided more opportunities to the senior employees than the junior employees for self-review.

More of senior employees than the junior employees felt that performance appraisal was effectively done through performance appraisal.

The more of employees senior in experience were of the opinion that while evaluating performance vis-à-vis targets constraints beyond control were kept under consideration.

Confidential report if negative was conveyed to the employees, this was found by more of senior employees than the employees junior in work experience.

Senior employees than the junior employees were more satisfied with the performance appraisal system in the organisation.

Promotion of more of junior employees was based on ACR prepared by immediate superior.
More of employees’ senior in work experience accepted that their immediate superior took performance appraisal process seriously than the junior employees.
Comparatively lesser proportion of junior employees felt that performance appraisal was done impartially in the organisation.
More of employees senior in work experience than the junior employees were of the opinion that performance appraisal act as a tool of control in the organisation.
More of senior employees than the junior suggested that performance appraisal should be taken as sole criterion for promotion.

From the above analysis it can be seen that there are thirteen ☑ and eight ☒, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service

The length of total service of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company's employees was an instrument to assess their performance and talent.

Performance appraisal was found to be a useful technique to evaluate the performance by the more of employee with shorter length of total service.
Less proportion of employees’ with longer length of total service than the employees with shorter length of total service found that performance appraisal provided them the information about their strengths and weaknesses.
Less of employees with longer span of total service accepted that performance appraisal was done by their immediate superiors than the employees’ shorter span of total service.
Performance appraisal report if positive served as the base of promotion of more of employees with shorter period of total service than the employees' with longer period of total service.
More opportunities for assessing training and development needs through performance appraisal were provided to the employees with shorter length of total service than the employees with longer length of total service.
Weaknesses of the employees’ with shorter length of total service were communicated to them in a non threatening way than the employees’ senior in work experience.
Job description was communicated to the employees’ with longer period of total service before the actual performance of the job.

More of the employees with shorter length of total service were able to develop their career with the organisation through performance appraisal than the employees’ with longer length of total service.

Employees with shorter span of total service were helped by their immediate superiors in developing their career through performance appraisal.

Achievements of more of employees with shorter length of total service than the employees’ with longer length of total service were recognised and rewarded on the basis of performance appraisal.

Performance appraisal provided the feedback to the less proportion of employees with longer length of total service to better their performance in a bid to improve their rating over others than the employees with shorter length of total service.

Performance appraisal provided more opportunities to the employees with longer length of total service than the employees with shorter length of total service for self review.

More of employees with shorter span of total service than the employees with longer span felt that performance appraisal was effectively done through performance appraisal.

The less of employees with longer length of total service were of the opinion that while evaluating performance vis-à-vis targets constraints beyond control were kept under consideration.

Confidential report if negative was conveyed to the employees, this was found by more of employees with longer span of total service than the employees with shorter span.

Employees with longer length of total service than the employees with shorter length were more satisfied with the performance appraisal system in the organisation.

Promotion of more of employees with shorter length of total service was based on ACR prepared by immediate superior.

More of employees with the shorter span of total service accepted that their immediate superior take performance appraisal process seriously than the employees with the longer span.
Comparatively lesser proportion of employees with shorter length of total service felt that performance appraisal was done impartially in the organisation.

More of employees with shorter span of total service than the employees with longer span were of the opinion that performance appraisal act as a tool of control in the organisation.

More of employees with longer period of total service than employees with shorter span suggested that performance appraisal should be taken as sole criterion for promotion.

From the above analysis it can be seen that there are six $\Box$ and fifteen $\Box$, so it is proved that the employees with shorter length of total service were more in agreement with the hypothesis.

(g) Effect of variable number of years in present position

The period in present position of the employees made the difference in their responses regarding the hypothesis that performance appraisal of the Company's employees was an instrument to assess their performance and talent.

More of the employees with the shorter period in present position than the employees with longer period accepted that performance appraisal was a useful technique to evaluate their performance.

More proportion of employees' with longer period in present position than the employees with shorter period in present position found that performance appraisal provided them the information about their strengths and weaknesses.

Less of employees' with longer period in present position accepted that performance appraisal was done by their immediate superiors than the employees with the shorter period in present position.

Performance appraisal report if positive served as the base of promotion of more of employees with shorter period in present position than the employees' with longer period in present position.

More opportunities for assessing training and development needs through performance appraisal were provided to the employees with longer period in present position.

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Weaknesses of more of the employees' with shorter period in present position were communicated to them in a non threatening way than the employees' longer period in present position.

Job description was communicated to the employees' with shorter period in present position before the actual performance of the job.

More of the employees with shorter period in present position were able to develop their career with the organisation through performance appraisal than the employees' longer period in present position.

Employees with shorter period in present position were helped by their immediate superiors in developing their career through performance appraisal.

Achievements of more of employees with shorter period in present position than the employees with longer period in present position were recognised and rewarded on the basis of performance appraisal.

Performance appraisal provided the feedback to the less proportion of employees with longer period in present position to better their performance in a bid to improve their rating over others than the employees with shorter period in present position.

Performance appraisal provided more opportunities to the employees with shorter period in present position than the employees with longer period in present position for self review.

More of employees with shorter period in present position than the employees with longer period in present position felt that performance appraisal was effectively done through performance appraisal.

The less of employees with longer period in present position were of the opinion that while evaluating performance vis-à-vis targets constraints beyond control were kept under consideration.

Confidential report if negative was conveyed to the employees, this was found by more of employees with shorter period in present position than the employees with longer period.

Employees with longer period in present position than the employees with shorter period in present position were less satisfied with the performance appraisal system in the organisation.
Promotion of more of employees with longer period in present position was based on ACR prepared by immediate superior.

More of employees with the shorter period in present position accepted that their immediate superior take performance appraisal process seriously than the employees with the longer period.

Comparatively lesser proportion of employees with longer period in present position felt that performance appraisal was done impartially in the organisation.

More of employees with longer period in present position than the employees with shorter period were of the opinion that performance appraisal act as a tool of control in the organisation.

More of employees with longer period in present position than the employees with shorter period suggested that performance appraisal should be taken as sole criterion for promotion.

From the above analysis it can be seen that there are five and sixteen, so it is proved that the employees with shorter period in present position were more in agreement with the hypothesis.

From the above analysis it can be ascertained that of the seven variables employees senior in five variables viz., age, educational qualifications, Class, pay scale and work experience in OICL were more in agreement with the hypothesis.

Hypothesis III: Career planning is systematic and is according to the employee's requirement

The Company had fulfilled the career hopes of the employees; this viewpoint was well supported by the employees except the employees with Matric qualifications.

Employees accepted that Company provided them the opportunity to fully make use of their career potential, except the Matriculate employees who negated the aspect and employees in the pay scale of Rs. 35001/- remained undecided about this view.

Majority of matriculate employees found that the Company kept under consideration their needs, interest, values and abilities, while planning their career but this was not so in all the cases.

Majority of employees agreed that their personal and professional goals determine their career planning but the matriculate employees did not agree with this assertion.
The majority of the employees supported the statement that opportunities were available for developing the career in the organization but the Matriculate employees negated this aspect.

It was found by the majority of employees that Company had the well laid down policy to provide the employees with appropriate opportunities for career growth whereas the employees with Matric qualifications and the employees in the pay scale of Rs. 5000/- to Rs. 15000/- negated this aspect.

Majority of the employees, found that there were fair chances of promotion while working in the Company but this was not so in all the cases.

It was found by the majority of the employees that their boss provided them the information about the new opportunities of growth apart from the employees in pay scale of Rs. 5000/- to Rs. 15000/- and Matriculate employees who did not find the same.

Bosses were aware about the needs and aspirations of the employees for the career growth; the majority of the employees in the organization found this but still there were some matriculate employees who did not favour the aspect.

Employees supported that their boss consider their needs and aspirations while allocating them the job whereas the matriculate employees did not found the same.

Majority of the employees agreed that their boss guided them in planning their career except the Matriculate employees.

The majority of employees found that they were placed on the job, which was best suited to them but this was not so in all the cases.

External counseling was not given to the employees for career planning, but with this there were some employees who remained silent to this view.

It was evident that the changing organizational environment was given consideration in doing employee career planning. The majority of employees agreed with this facet.

Career planning helps in the development of the employees in the organization, this was supported by the majority of the employees, however, this was not so in all the cases.

Majority of the employees were aware about the career ladder to be followed to reach the desired level in the organization but the Matriculate employees were still not aware about the career ladder to reach at desired level.
 Majority of the employees found that management designed the career ladder, which helped them to move towards their career goals, but this was not so in all the cases.

Boss provide the guidance to the employees in setting their career goals and their early achievement, the majority of the employees supported this but this was not again supported by the matriculate employees and the employees in the pay scale of Rs. 5000/- to Rs. 15000/-.

The job placement was used as a career planning technique; the majority of employees were explicit with their positive responses for this, but, the employees in 18-28 years of age group, employees who were matriculate and the employees with the pay scale of Rs. 5000/- to Rs. 15000/- found that the job placement was not utilized as a technique for career planning.

Majority of employees agreed that the career planning helped the employees to know their own needs related to their career goals but the employees in the 18-28 years of age group remained undecided to the issue.

The boss made the employees aware of the career opportunities available for them in the organization, this was supported by the majority of employees but this was not so in all the cases.

From the above analysis it can be seen that there are one 0, eighteen 0 and two = so the hypothesis got an unfavourable response hence it is rejected.

However, the hypothesis has been rejected. It would be pertinent to assess the impact various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analysed in the subsequent paragraphs.

(a) Effect of variable age

The age of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ senior in age were fulfilled while working in the OICL than the employees’ junior in age.
More of the employees elder in age than the employees younger in age were provided with the opportunities to fully make use of their career potential in the OICL.

Lesser proportion of employees younger in age felt that organisation keep under consideration their needs, interests, values and abilities while planning their career.

Career planning of more of elder employees was determined by their personal and professional goals as against the younger employees.

More opportunities were available to the young employees for developing their career within the organisation.

Less percentage of employees elder in age felt that the Company had well laid down policy to provide employees with appropriate opportunities for career growth than the employees younger in age.

More of employees elder in age than the employees' senior in age felt that every employee had the fair chances of promotion while working in the organisation.

Immediate superiors of more of young employees provided them the information about the new opportunities for career growth than the immediate superiors of senior employees.

Immediate superiors of employees' senior in age were more aware about their needs and aspirations regarding their career.

More of employees senior in age than the young employees were of the opinion that while allocating them the job their immediate superior considers their personal interest, capabilities, needs and aspirations.

Comparatively lesser proportion of young employees than the employees elder in age accepted that their immediate superior often guides them in planning their career.

Employees' senior in age found themselves placed on the job which was best suited to them than the employees younger in age.

More of employees' senior in age than the younger employees accepted that external counselling was provided in the organisation.

More of the employees junior in age were of the view that changing organisational environment was given consideration in doing employee career planning than the senior employees.
Career planning helped in development of more of employees elder in age than the employees younger in age.

Less proportion of senior employees were aware of the career ladder to be followed to reach the desired level in the organisation than the young employees.

More or senior employees than the young employees felt that management design the career ladder which help them in moving towards their career goals.

Comparatively lesser proportion of employees’ senior in age was provided with the guidance by their immediate superiors in setting career goals and their early achievement.

More of employees’ senior in age than the employees younger in age found that job placement was utilised as a technique of career planning.

Career planning helped the more of employees senior in age to know their needs related to their career goals.

Less proportion of employees elder in age than the employees younger in age accepted that their immediate superior made them aware of the career opportunities available for them in the organisation.

From the above analysis it can be seen that there are fourteen ☑ and seven ☐, so it is proved that the employees senior in age were more in agreement with the hypothesis.

(b) Effect of variable educational qualifications

The educational qualifications of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ with higher educational qualifications were fulfilled while working in the OICL than the employees’ with lower educational qualifications.

More of the employees with higher educational qualifications than the employees with lower educational qualifications were provided with the opportunities to fully make use of their career potential in the OICL.

Lesser proportion of employees with lower educational qualifications felt that organisation keep under consideration their needs, interests, values and abilities while planning their career.
Career planning of more of highly educated employees was determined by their personal and professional goals as against the less educated employees.

More opportunities were available to the highly educated employees for developing their career within the organisation.

Less percentage of employees with lower educational qualifications felt that the Company had well laid down policy to provide employees with appropriate opportunities for career growth than the employees with higher educational qualifications.

More of employees with higher educational qualifications than the employees' with lower educational qualifications felt that every employee had the fair chances of promotion while working in the organisation.

Immediate superiors of more of highly educated employees provided them the information about the new opportunities for career growth than the immediate superiors of less educated employees.

Immediate superiors of highly educated employees were more aware about their needs and aspirations regarding their career.

More of employees with higher educational qualifications than the employees with lower educational qualifications were of the opinion that while allocating them the job their immediate superior considers their personal interest, capabilities, needs and aspirations.

Comparatively lesser proportion of employees with lower educational qualifications than the employees with higher educational qualifications accepted that their immediate superior often guides them in planning their career.

Employees’ with higher educational qualifications found them placed on the job which was best suited to them than the employees with lower educational qualifications.

More of employees’ with higher educational qualifications than the employees with lower educational qualifications accepted that external counselling was provided in the organisation.

More of the less educated employees were of the view that changing organisational environment was given consideration in doing employee career planning than the highly educated employees.
Career planning helped in development of more of employees with higher educational qualifications than the highly educated employees.

Less proportion of less educated employees were aware of the career ladder to be followed to reach the desired level in the organisation than the highly educated employees.

More of highly educated employees than the less educated employees felt that management design the career ladder, which help them in moving towards their career goals.

Comparatively lesser proportion of employees' with lower educational qualifications was provided with the guidance by their immediate superiors in setting career goals and their early achievement.

More of employees with higher educational qualifications than the employees with lower educational qualifications found that job placement was utilised as a technique of career planning.

Career planning helped the more of highly educated employees to know their needs related to their career goals.

Less proportion of employees with lower educational qualifications than the employees' with higher educational qualifications accepted that their immediate superior made them aware of the career opportunities available for them in the organisation.

From the above analysis it can be seen that there are twenty ☑ and one ☐, so it is proved that the employees with higher educational qualifications were more in agreement with the hypothesis.

(c) Effect of variable Class

The level of position of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ posted at higher levels were fulfilled while working in the OICL than the employees’ posted at lower level.

More of the employees posted at the higher level than the employees posted at the lower level were provided with the opportunities to fully make use of their career potential in the OICL.
Lesser proportion of employees posted at lower level felt that organisation keep under consideration their needs, interests, values and abilities while planning their career.

Career planning of more of employees posted at the higher levels was determined by their personal and professional goals as against the employees at lower level.

More opportunities were available to the employees posted at higher levels for developing their career within the organisation.

Less percentage of employees posted at lower level felt that the Company had well laid down policy to provide employees with appropriate opportunities for career growth than the employees posted higher levels.

More of employees posted at higher levels than the employees’ posted at lower level felt that every employee had the fair chances of promotion while working in the organisation.

Immediate superiors of more of employees posted at higher levels provided them the information about the new opportunities for career growth than the immediate superiors of employees posted at lower level.

Immediate superiors of employees’ posted at lower level were more aware about their needs and aspirations regarding their career.

More of employees posted at higher levels than the employees posted at lower level were of the opinion that while allocating them the job their immediate superior considers their personal interest, capabilities, needs and aspirations.

Comparatively lesser proportion of employees posted at higher levels than the employees posted at lower level with accepted that their immediate superior often guides them in planning their career.

Employees’ posted at higher levels found them placed on the job which was best suited to them than the employees posted at lower level.

More of employees’ posted at higher levels than the employees posted at lower level accepted that external counselling was provided in the organisation.

More of the employees posted at higher levels were of the view that changing organisational environment was given consideration in doing employee career planning than the employees posted at lower level.
Career planning helped in development of more of employees posted at higher levels with than the employees posted at lower level.

Less proportion of employees at lower level were aware of the career ladder to be followed to reach the desired level in the organisation than the employees at higher levels.

More of employees at higher levels than the employees at lower level felt that management design the career ladder, which help them in moving towards their career goals.

Comparatively lesser proportion of employees’ at lower level was provided with the guidance by their immediate superiors in setting career goals and their early achievement.

More of employees at higher levels than the employees at lower level found that job placement was utilised as a technique of career planning.

Career planning helped the more of employees posted at higher level to know their needs related to their career goals.

Less proportion of employees posted at lower level than the employees’ posted at higher level accepted that their immediate superior made them aware of the career opportunities available for them in the organisation.

From the above analysis it can be seen that there are nineteen ☑ and two ☐, so it is proved that the employees posted at higher level were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ in the higher pay scale were fulfilled while working in the OICL than the employees’ in the lower pay scale.

More of the employees placed in lower pay scale than the employees in the higher pay scale were provided with the opportunities to fully make use of their career potential in the OICL.

Lesser proportion of employees in the higher pay scale felt that organisation keep under consideration their needs, interests, values and abilities while planning their career.
Career planning of more of employees placed in the higher pay scale was determined by their personal and professional goals as against the employees in the lower pay scale.

More opportunities were available to the employees placed in lower pay scale for developing their career within the organisation.

Less percentage of employees in lower pay scale felt that the Company had well laid down policy to provide employees with appropriate opportunities for career growth than the employees in higher pay scale.

More of employees in higher pay scale than the employees' in lower pay scale felt that every employee had the fair chances of promotion while working in the organisation.

Immediate superiors of more of employees in lower pay scale provided them the information about the new opportunities for career growth than the immediate superiors of employees in higher pay scale.

Immediate superiors of employees' in lower pay scale were more aware about their needs and aspirations regarding their career.

More of employees in higher pay scale than the employees in lower pay scale were of the opinion that while allocating them the job their immediate superior considers their personal interest, capabilities, needs and aspirations.

Comparatively lesser proportion of employees in higher pay scale than the employees in lower pay scale accepted that their immediate superior often guides them in planning their career.

Employees' in higher pay scale found them placed on the job which was best suited to them than the employees in lower pay scale.

More of employees' in higher pay scale than the employees in lower pay scale accepted that external counselling was provided in the organisation.

More of the employees in lower pay scale were of the view that changing organisational environment was given consideration in doing employee career planning than the employees' in higher pay scale.

Career planning helped in development of more of employees in higher pay scale with than the employees in lower pay scale.
Less proportion of employees in higher pay scale were aware of the career ladder to be followed to reach the desired level in the organisation than the employees in lower pay scale.

More of employees in higher pay scale than the employees in lower pay scale felt that management design the career ladder, which help them in moving towards their career goals.

Comparatively lesser proportion of employees’ in higher pay scale was provided with the guidance by their immediate superiors in setting career goals and their early achievement.

More of employees in higher pay scale than the employees in lower pay scale found that job placement was utilised as a technique of career planning.

Career planning helped the more of employees in higher pay scale to know their needs related to their career goals.

Less proportion of employees in higher pay scale with than the employees’ in lower pay scale accepted that their immediate superior made them aware of the career opportunities available for them in the organisation.

From the above analysis it can be seen that there are twelve ☑ and nine ☐, so it is proved that the employees placed in higher pay scale were more in agreement with the hypothesis.

(e) Effect of variable work experience in OICL

The work experience of the employees in OICL made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ senior in work experience were fulfilled while working in OICL than the employees’ junior in work experience.

More opportunities for fully making use of career potential were provided to the employees’ senior in work experience than the junior employees.

More of employees’ senior in work experience than the employee’ junior in work experience were of the view that while planning their career, organisation keep under consideration their needs, interest, values and abilities.
Career planning of more of senior employees was determined by their personal and professional goals than the employees' junior in work experience.

More opportunities were available for developing the career within the organisation for the employees' senior in work experience than the employees' junior in work experience.

More of employees senior in work experience than the employees junior in work experience were of the opinion that the Company had well laid down policy to provide employees with appropriate opportunities of career growth.

Less of employees' junior in work experience found that every employee had fair chances of promotion while working in the organisation than the senior employees.

Comparatively less proportion of senior employees than the junior employees accepted that their immediate superior provided them the information about the new opportunities of growth.

Immediate superiors of more of senior employees were aware about their needs and aspirations regarding their career in comparison to the employees' junior in work experience.

Less of employees' junior in work experience as against the employees' senior in work experience found that while allocating them the job their immediate superior considered their personal interest, capabilities, needs and aspirations.

Immediate superiors of more of junior employees in work experience guided them in planning their career than the employees' senior in work experience.

More of employees' junior in work experience found them on job which was best suited to them in comparison to the employees' senior in work experience.

External counselling was provided in the organisation; this was found by more of senior employees as against the junior employees.

Less proportion of senior employees as against the junior employees felt that changing organisational environment was given consideration in doing their career planning.

Career planning helped in the development of more of employees' senior in work experience than the employees' junior in work experience.

More of junior employees were aware about the career ladder to be followed to reach the desired level in the organisation in comparison to the senior employees.
Employees junior in work experience were lesser in proportion to accept that management design the career ladder, which help them to move towards their career goals as compared to the employees’ senior in work experience.

Less of employees’ senior in work experience than the employees’ junior in work experience accepted that their immediate superior provided them the guidance in setting career goals and their early achievement.

More of senior employees supported that job placement was utilised as a technique of career planning in comparison to the junior employees.

Career planning helped the more of junior employees to know their own needs related to their career goals as against the senior employees.

More of employees junior in work experience were made aware about their immediate superiors about the career opportunities available for them in the organisation than the employees senior in work experience.

From the above analysis it can be seen that there are thirteen ☑️ and eight ☐️, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service

The length of total service of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ with longer length of total service were fulfilled while working in OICL than the employees’ with shorter length of total service.

More opportunities for fully making use of career potential were provided to the employees with longer length of total service than the employees with shorter length of total service.

More of employees’ with longer length of total service than the employee’ with shorter length were of total service the view that while planning their career, organisation keep under consideration their needs, interest, values and abilities.

Career planning of more of employees with longer span of total service was determined by their personal and professional goals than the employees’ with shorter span of total service.
More opportunities were available for developing the career within the organisation for the employees' with longer length of total service than the employees' with shorter length were of total service.

More of employees with longer length of total service than the employees with shorter length were of total service were of the opinion that the Company had well laid down policy to provide employees with appropriate opportunities of career growth.

Less of employees' with shorter span of total service found that every employee had fair chances of promotion while working in the organisation than the employees with longer span of total service.

Comparatively less proportion of employees with shorter span of total service than the employees with longer span of total service accepted that their immediate superior provided them the information about the new opportunities of growth.

Immediate superiors of more of employees with longer span of total service were aware about their needs and aspirations regarding their career in comparison to the employees' with shorter span of total service.

Less of employees with shorter length of total service as against the employees with longer length of total service found that while allocating them the job their immediate superior considered their personal interest, capabilities, needs and aspirations.

Immediate superiors of more of employees with shorter length of total service guided them in planning their career than the employees' with longer length of total service.

More of employees' with shorter length of total service found them on job which was best suited to them in comparison to the employees' with longer length of total service.

External counselling was provided in the organisation; this was found by more of employees with longer length of total service as against the employees with shorter length of total service.

Less proportion of employees with longer length of total service as against the employees with shorter length of total service felt that changing organisational environment was given consideration in doing their career planning.

Career planning helped in the development of more of employees' with shorter length of total service than the employees' with longer length of total service.
More of employees with shorter span of total service were aware about the career ladder to be followed to reach the desired level in the organisation in comparison to the employees with longer span of total service.

Employees with shorter span of total service were lesser in proportion to accept that management design the career ladder, which help them to move towards their career goals as compared to the employees’ with longer span of total service.

Less of employees’ with longer length of total service than the employees’ with shorter length of total service accepted that their immediate superior provided them the guidance in setting career goals and their early achievement.

More of employees with longer span of total service supported that job placement was utilised as a technique of career planning in comparison to the employees with shorter span of total service.

Career planning helped the more of employees with shorter span of total service to know their own needs related to their career goals as against the employees with longer span of total service.

More of employees with shorter length of total service were made aware about their immediate superiors about the career opportunities available for them in the organisation than the employees with longer length of total service.

From the above analysis it can be seen that there are thirteen ☐ and eight ☐, so it is proved that the employees with longer length of total service were more in agreement with the hypothesis.

(g) Effect of variable number of years in present position

The period in present position of the employees made the difference in their responses regarding the hypothesis that career planning was systematic and was according to their requirement.

Career hopes of more of employees’ with shorter period in present position were fulfilled while working in OICL than the employees’ with longer period in present position.

Employees irrespective of the period in present position were provided with the equal opportunities for fully making use of their career potential.
More of employees’ with shorter period in present position than the employee’s with longer period in present position the view that while planning their career, organisation keep under consideration their needs, interest, values and abilities. Career planning of more of employees with shorter period in present position was determined by their personal and professional goals than the employees’ with longer period in present position. Lesser opportunities were available for developing the career with in the organisation for the employees’ with longer period in present position than the employees’ with shorter period in present position. More of employees with shorter period in present position than the employees with longer period in present position were of the opinion that the Company had well laid down policy to provide employees with appropriate opportunities of career growth. Less of employees’ with longer period in present position found that every employee had fair chances of promotion while working in the organisation than the employees with shorter period in present position. Comparatively less proportion of employees with longer period in present position than the employees with shorter period in present position accepted that their immediate superior provided them the information about the new opportunities of growth. Immediate superiors of more of employees with shorter period in present position were aware about their needs and aspirations regarding their career in comparison to the employees’ with longer period in present position. Less of employees with shorter period in present position as against the employees with longer period in present position found that while allocating them the job their immediate superior considered their personal interest, capabilities, needs and aspirations. Immediate superiors of more of employees with shorter period in present position guided them in planning their career than the employees’ with longer period in present position. More of employees’ with shorter period in present position found them on job which was best suited to them in comparison to the employees’ with longer period in present position.
External counselling was provided in the organisation; this was found by more of employees with shorter period in present position as against the employees with longer period in present position.

Less proportion of employees with longer period in present position as against the employees with shorter period in present position felt that changing organisational environment was given consideration in doing their career planning.

Career planning helped in the development of more of employees' with shorter period in present position than the employees' with longer period in present position.

More of employees with shorter period in present position were aware about the career ladder to be followed to reach the desired level in the organisation in comparison to the employees with longer period in present position.

Employees with shorter period in present position were more in proportion to accept that management design the career ladder, which help them to move towards their career goals as compared to the employees' with longer period in present position.

Less of employees' with longer period in present position than the employees' with shorter period in present position accepted that their immediate superior provided them the guidance in setting career goals and their early achievement.

More of employees with shorter period in present position supported that job placement was utilised as a technique of career planning in comparison to the employees with period in present position.

Career planning helped the more of employees with shorter period in present position to know their own needs related to their career goals as against the employees with longer period in present position.

From the above analysis it can be seen that there are one ☑, one = and nineteen ☑, so it is proved that the employees with shorter period in present position were more in agreement with the hypothesis.

From the above analysis it can be ascertained that of the seven variables employees' senior in six variables viz., age, educational qualifications, Class, pay scale, work experience in OICL and total years of service were more in agreement with the hypothesis.
Hypothesis IV: Motivational techniques followed by the Company helped in maintaining a high level of motivation among the employees.

- The majority of employees supported the view that Company uses both positive and negative motivation but the employees in age group 18-28 years remained undecided for this.
- Majority of employees agreed that they were fully satisfied with their job however; the employees in the age group of 18-28 years remained undecided for the statement.
- Majority of employees found good working conditions in the Company.
- The Company uses medical reimbursement and paid insurance as the motivators, this view was supported by the majority of the employees.
- The overwhelmingly majority of employees in all the age groups irrespective of the pay scales presently found that their job was interesting and challenging.
- Majority of employees supported the aspect that Company relied mainly on promotion as a motivator.
- Irrespective, of the variables majority of the employees agreed that there were adequate promotional avenues in the Company.
- Employees in the age group 18-28 years remained undecided for the poser that promotion brought the considerable change in the authority and responsibility, whereas the majority of other employees supported that the authority and responsibility brought the considerable change in the authority and responsibility.
- The majority of employees agreed that seniority should be the sole criterion for promotion except the majority of Matriculate employees from 29-38 years of age group supported that seniority should not be the sole criterion for promotion.
- It was found by the employees irrespective of the variables that the written test and interview were used as a technique to determine merit for promotion.
- Employees up to 10 years of total service and in the pay scale of above Rs. 35001/- did not found the promotional policies of the Company fair and comprehensive for all the employees, whereas, the other employees agreed that the promotional policies of the Company were fair and comprehensive for all the employees.
Promotion was done as per qualification and experience, majority of employees found this in the organisation but the employees in the age group of 18-28 years did not found the same.

Job provided the employees the opportunity for career growth; the high majority of employees were explicit through their positive responses for this assertion except the employees with less than 10 years of total service.

From the above analysis it can be seen that there are five 6, four 5 and four 6 so the hypothesis got a favourable response hence it is accepted. However, the hypothesis has been accepted. It would be pertinent to assess the impact various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analysed in the subsequent paragraphs.

(a) Effect of the variable age

The age of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

More of employees' senior in age as compared to the employees younger in age found that both positive and negative motivations were used in the Company.

Senior employees were more satisfied with their job as compared to the young employees.

More of employees elder in age found that Company uses medical reimbursement and paid insurance as motivators than the young employees.

Comparatively lesser percentage of young employees found their job interesting and challenging than the employees senior in age.

More of young employees as against the employees elder in age accepted that there were good working conditions in the Company.

Employees elder in age as compared to the employees younger in age were lesser in proportion to support that the Company relied on promotion as the motivator.

More of young employees found adequate promotional avenues available in the Company than the employees elder in age.
More of employees senior in age were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of young employees favoured that senior should be the sole criterion for promotion than the employees' senior in age.

Less of young employees than the employees elder in age were of the view that written test and interview were used as a technique to determine merit for promotion.

Promotional policies of the Company were fair and comprehensive for more of employees elder in age.

More of employees’ senior in age supported that promotion was done as per qualification and experience than the employees younger in age.

More of young employees as against the employees’ senior in age were of the opinion that their job provided them the opportunities for career growth.

From the above analysis it can be seen that there are nine ☑ and four ☐, so it is proved that the employees senior in age were more in agreement with the hypothesis.

(b) Effect of variable educational qualifications

The educational qualifications of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

More of employees’ with lower educational qualifications as compared to the employees with higher educational qualifications found that both positive and negative motivations were used in the Company.

Employees with lower educational qualifications were more satisfied with their job as compared to the employees with higher educational qualifications.

More of employees with lower educational qualifications found that Company uses medical reimbursement and paid insurance as motivators than the employees with higher educational qualifications.

Comparatively lesser percentage of employees with higher educational qualifications found their job interesting and challenging than the employees with lower educational qualifications.
More of highly educated employees as against the less educated employees accepted that there were good working conditions in the Company.

Employees with higher educational qualifications as compared to the employees with lower educational qualifications were more in proportion to support that the Company relied on promotion as the motivator.

More of employees with lower educational qualifications found adequate promotional avenues available in the Company than the employees with higher educational qualifications.

More of employees with higher educational qualifications were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of employees with higher educational qualifications favoured that senior should be the sole criterion for promotion than the employees with lower educational qualifications.

Less of employees with higher educational qualifications than the employees with lower educational qualifications, were of the view that written test and interview were used as a technique to determine merit for promotion.

Promotional policies of the Company were fair and comprehensive for more of employees with lower educational qualifications.

More of employees with lower educational qualifications supported that promotion was done as per qualification and experience than the employees with higher educational qualifications.

More of employees with lower educational qualifications as against the employees' with higher educational qualifications were of the opinion that their job provided them the opportunities for career growth.

From the above analysis it can be seen that there are four ☑ and nine ☒, so it is proved that the employees with lower educational qualifications were more in agreement with the hypothesis.

(c) Effect of variable Class

The level of position of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.
More of employees’ posted at the higher level as compared to the employees posted at the lower level found that both positive and negative motivations were used in the Company.

Employees posted at the higher levels were more satisfied with their job as compared to the employees posted at the lower levels.

More of employees posted at the lower levels found that Company uses medical reimbursement and paid insurance as motivators than the employees posted at the higher levels.

Comparatively lesser percentage of employees posted at the lower levels found their job interesting and challenging than the employees posted at the higher levels.

More of employees posted at the higher levels as against the employees posted at the lower levels accepted that there were good working conditions in the Company.

Employees posted at the lower levels as compared to the employees posted at the higher levels were lesser in proportion to support that the Company relied on promotion as the motivator.

More of employees posted at the higher levels found adequate promotional avenues available in the Company than the employees posted at the lower levels.

More of employees with higher educational qualifications were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of employees posted at the higher levels favoured that seniority should be the sole criterion for promotion than the employees posted at the lower levels.

Less of employees posted at the lower levels than the employees posted at the higher levels were of the view that written test and interview were used as a technique to determine merit for promotion.

Promotional policies of the Company were fair and comprehensive for more of employees posted at the higher levels.

More of employees’ posted at the higher levels supported that promotion was done as per qualification and experience than the employees posted at the lower levels.

More of employees posted at the higher levels as against the employees’ posted at the lower levels were of the opinion that their job provided them the opportunities for career growth.
From the above analysis it can be seen that there are twelve $\text{El}$ and one $\text{E}$, so it is proved that the employees posted at higher level were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

- More of employees’ placed in lower pay scales as compared to the employees placed in higher pay scales found that both positive and negative motivations were used in the Company.
- Employees placed in lower pay scales were more satisfied with their job as compared to the employees placed in higher pay scales.
- More of employees placed in lower pay scales found that Company uses medical reimbursement and paid insurance as motivators than the employees placed in higher pay scales.
- Comparatively lesser percentage of employees placed in lower pay scales found their job interesting and challenging than the employees placed in higher pay scales.
- More of employees placed in lower pay scales as against the employees placed in higher pay scales accepted that there were good working conditions in the Company.
- Employees placed in higher pay scales as compared to the employees placed in lower pay scales were lesser in proportion to support that the Company relied on promotion as the motivator.
- More of employees placed in lower pay scales found adequate promotional avenues available in the Company than the employees placed in higher pay scales.
- Less of employees placed in higher pay scales were of the opinion that promotion was going to bring considerable change in their authority and responsibility.
- More of employees placed in lower pay scales favoured that seniority should be the sole criterion for promotion than the employees placed in higher pay scales.
- Less of employees placed in lower pay scales than the employees placed in higher pay scales were of the view that written test and interview were used as a technique to determine merit for promotion.
Promotional policies of the Company were fair and comprehensive for more of employees placed in lower pay scales.

More of employees placed in lower pay scales supported that promotion was done as per qualification and experience than the employees placed in higher pay scales.

More of employees placed in higher pay scales as against the employees' placed in lower pay scales were of the opinion that their job provided them the opportunities for career growth.

From the above analysis it can be seen that there are three ☑ and ten ☐, so it is proved that the employees placed in lower pay scale were more in agreement with the hypothesis.

(e) Effect of variable work experience in OICL

The work experience of the employees in OICL made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

More of employees' senior in work experience than the employees' junior in work experience found that both positive and negative motivations were used in the Company.

Employees senior in work experience were more satisfied with their job than the employees' junior in work experience.

Less proportion of employees junior in work experience as against the employees' senior in work experience found that Company uses medical reimbursement and paid insurance as motivators.

Comparatively lesser percentage of employees senior in work experience found their job interesting and challenging than the employees junior in work experience.

More of employees' senior in work experience as against the employees' junior in work experience accepted that there were good working conditions in the Company.

Employees senior in work experience as compared to the employees' junior in work experience were lesser in proportion to support that the Company relied on promotion as the motivator.

More of employees' senior in work experience found adequate promotional avenues available in the Company than the employees' junior in work experience.
Less of employees senior in work experience were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of employees’ senior in work experience favoured that seniority should be the sole criterion for promotion than the employees’ junior in work experience.

Less of employees senior in work experience than the employees junior in work experience were of the view that written test and interview were used as a technique to determine merit for promotion.

Promotional policies of the Company were fair and comprehensive for more of employees’ senior in work experience.

More of employees’ senior in work experience supported that promotion was done as per qualification and experience than the employees’ junior in work experience.

More of employees senior in work experience as against the employees’ junior in work experience were of the opinion that their job provided them the opportunities for career growth.

From the above analysis it can be seen that there are eight ☑ and five ☐, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service

The length of total service of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

More of employees with shorter span of total service than the employees with longer length of total service found that both positive and negative motivations were used in the Company.

Employees with longer span of total service were more satisfied with their job than the employees with shorter span of total service.

Less proportion of employees with longer span of total service as against the employees with shorter span of total service found that Company uses medical reimbursement and paid insurance as motivators.
Comparatively lesser percentage of employees with longer length of total service found their job interesting and challenging than the employees with shorter length of total service.

More of employees with longer length of total service as against the employees with shorter length of total service accepted that there were good working conditions in the Company.

Employees with longer length of total service as compared to the employees with shorter length of total service were lesser in proportion to support that the Company relied on promotion as the motivator.

More of employees’ with longer length of total service found adequate promotional avenues available in the Company than the employees with shorter length of total service.

Less of employees with longer length of total service were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of employees with longer length of total service suggested that seniority should be the sole criterion for promotion than the employees with shorter length of total service.

Less of employees with longer length of total service than the employees with shorter length of total service, were of the view that written test and interview were used as a technique to determine merit for promotion.

Promotional policies of the Company were fair and comprehensive for more of employees with longer span of total service.

More of employees with longer span of total service supported that promotion was done as per qualification and experience than the employees with shorter span of total service.

More of employees with longer span of total service as against the employees’ with shorter span of total service were of the opinion that their job provided them the opportunities for career growth.

From the above analysis it can be seen that there are seven ☑ and six ☐, so it is proved that the employees with longer length of total service were more in agreement with the hypothesis.

(g) Effect of variable number of years in the present position
The period in present position of the employees made the difference in their responses regarding hypothesis that motivational techniques followed by the Company helped in maintaining a high level of motivation among them.

More of employees' with longer period in present position than the employees' with shorter period in present position found that both positive and negative motivations were used in the Company.

Employees with longer period in present position were less satisfied with their job than the employees with shorter period in present position.

Less proportion of employees with longer period in present position as against the employees with shorter period in present position found that Company uses medical reimbursement and paid insurance as motivators.

Comparatively lesser percentage of employees with shorter period in present position found their job interesting and challenging than the employees with longer period in present position.

More of employees with longer period in present position as against the employees with shorter period in present position accepted that there were good working conditions in the Company.

Employees with longer period in present position as compared to the employees with shorter period in present position were lesser in proportion to support that the Company relied on promotion as the motivator.

More of employees with longer period in present position found adequate promotional avenues available in the Company than the employees with shorter period in present position.

Less of employees with longer period in present position were of the opinion that promotion was going to bring considerable change in their authority and responsibility.

More of employees with longer period in present position suggested that seniority should be the sole criterion for promotion than the employees with shorter period in present position.

Less of employees with longer period in present position than the employees with shorter period in present position, were of the view that written test and interview were used as a technique to determine merit for promotion.
Promotional policies of the Company were fair and comprehensive for more of employees placed in lower pay scales. 

More of employees with longer period in present position supported that promotion was done as per qualification and experience than the employees with shorter period in present position. 

More of employees with longer period in present position as against the employees’ with shorter period in present position were of the opinion that their job provided them the opportunities for career growth. 

From the above analysis it can be seen that there are seven ☑ and six ☑, so it is proved that the employees with longer period in present position were more in agreement with the hypothesis. 

From the above analysis it can be ascertained that of the seven variables employees’ senior in five variables viz., age, Class, work experience in OICL, total years of service and number of years in present position were more in agreement with the hypothesis. 

Hypothesis V: The employees working in the Company had the high morale

☑ Employees perform the assigned task on time. 

☑ Irrespective of the variables, the employees performed their jobs confidently. 

☑ Some of the employees with work experience less than 10 years negated the welfare policies of the Company, however the other employees supported that the Company had various welfare policies for them. 

☑ The employees cooperate with their colleagues at work. 

☑ The majority of the employees supported that repetitive nature of job does not affect their working, but the employees in the age group of 18-28 years, with less than 10 years of work experience and total service found that their working was affected by the repetitive nature of their job. 

☑ The significant majority of employees found job security in the Company. 

☑ The majority of the employees supported that their salary was according to the work done by them, however the employees with less than 10 years of total service did not agreed with it. 

☑ The employees of the Company took pride in doing their work.
From the above analysis it can be seen that there are five ☑ and three ☐ so the hypothesis got a favourable response hence it is accepted.

From the above analysis it can be seen that the hypothesis got a favourable response hence it is accepted.

However, the hypothesis has been accepted. It would be pertinent to assess the impact various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analysed in the subsequent paragraphs.

(a) Effect of variable age

The age of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

☑ More of employees senior in age than the employees junior in age accomplish their assigned task on time.

☑ Employees senior in age more confidently perform their job than the employees younger in age.

☑ Less proportion of young employees as against the employees elder in age cooperate with their colleagues while at work.

☑ More of employees elder in age as against the employees younger in age felt that the Company had various policies for welfare of the employees.

☑ Repetitive nature of job affected the working of more of employees elder in age.

☑ The Company provided the job security to more of young employees than the employees’ senior in age.

☑ More of employees senior in age were of the opinion that their salary was according to the work done by them as compared to the employees younger in age.

☑ Less proportion of young employees took pride in doing their work.

From the above analysis it can be seen that there are seven ☑ and one ☐, so it is proved that the employees senior in age were more in agreement with the hypothesis.

(b) Effect of variable educational qualifications
The educational qualifications of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

☑ More of employees with lower educational qualifications than the employees with higher educational qualifications accomplish their assigned task on time.

☑ Employees with lower educational qualifications confidently perform their job than the employees with higher educational qualifications.

☑ Less proportion of employees with higher educational qualifications as against the employees with lower educational qualifications cooperate with their colleagues while at work.

☑ More of less educated employees as against the highly educated employees felt that the Company had various policies for welfare of the employees.

☑ Repetitive nature of job affected the working of more of less educated employees.

☑ The Company provided the job security to more of less educated employees than the employees with higher educational qualification.

☑ More of employees with lower educational qualifications were of the opinion that their salary was according to the work done by them as compared to the employees with higher educational qualifications.

☑ Less proportion of employees with lower educational qualifications took pride in doing their work.

From the above analysis it can be seen that there are one ☑ and seven ☐, so it is proved that the employees with lower educational qualifications were more in agreement with the hypothesis.

(c) Effect of variable Class

The level of position of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

☑ More of employees posted at lower levels than the employees posted at higher levels accomplish their assigned task on time.

☑ Employees posted at higher levels confidently perform their job than the employees posted at lower levels.

☑ Less proportion of employees posted at lower levels as against the employees posted at higher levels cooperate with their colleagues while at work.
More of employees posted at higher levels as against the employees posted at lower levels felt that the Company had various policies for welfare of the employees.

Repetitive nature of job affected the working of more of employees posted at higher level.

The Company provided the job security to more of employees posted at higher level than the employees’ posted at lower levels.

More of employees posted at higher level were of the opinion that their salary was according to the work done by them as compared to the employees posted at lower level.

Less proportion of employees posted at lower level took pride in doing their work.

From the above analysis it can be seen that there are seven ☑ and one ☒, so it is proved that the employees posted at higher level were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

More of employees placed in lower pay scale than the employees placed in higher pay scale accomplish their assigned task on time.

Employees placed in lower pay scale confidently perform their job than the employees placed in higher pay scale.

Less proportion of employees placed in lower pay scale as against the employees placed in higher pay scale cooperate with their colleagues while at work.

More of employees placed in higher pay scale as against the employees placed in lower pay scale felt that the Company had various policies for welfare of the employees.

Irrespective of pay scale the repetitive nature of job affected the working of employees.

The Company provided the job security to more of employees placed in higher pay scale than the employees’ placed in lower pay scale.

More of employees placed in lower pay scale were of the opinion that their salary was according to the work done by them as compared to the employees placed in higher pay scale.

Less proportion of employees placed in higher pay scale took pride in doing their work.
From the above analysis it can be seen that there are three $\heartsuit$ one $=$ and four $\blacklozenge$, so it is proved that the employees placed in lower pay scale were more in agreement with the hypothesis.

(e) Effect of variable work experience in OICL

The work experience of the employees in OICL made the difference in their responses regarding the hypothesis that the morale of the employees was high.

$\heartsuit$ More of employees senior in work experience than the employees junior in work experience accomplish their assigned task on time.

$\heartsuit$ Employees senior in work experience confidently perform their job than the employees' junior in work experience.

$\heartsuit$ Less proportion of employees’ junior in work experience as against the employees’ senior in work experience cooperate with their colleagues while at work.

$\heartsuit$ More of employees’ senior in work experience as against the employees’ junior in work experience felt that the Company had various policies for welfare of the employees.

$\heartsuit$ Repetitive nature of job affected the working of more of employees’ senior in work experience.

$\heartsuit$ The Company provided the job security to more of employees’ junior in work experience than the employees’ senior in work experience.

$\heartsuit$ More of employees senior in work experience were of the opinion that their salary was according to the work done by them as compared to the employees’ junior in work experience.

$\heartsuit$ Less proportion of employees’ senior in work experience took pride in doing their work.

From the above analysis it can be seen that there are six $\heartsuit$ and two $\blacklozenge$, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service

The length of the total service of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

$\heartsuit$ More of employees with shorter span of total service than the employees with longer span of total service accomplish their assigned task on time.
Employees with shorter span of total service confidently perform their job than the employees with longer span of total service.

Less proportion of employees with longer span of total service as against the employees with shorter span of total service cooperate with their colleagues while at work.

More of employees' with longer length of total service as against the employees' with shorter length of total service felt that the Company had various policies for welfare of the employees

Repetitive nature of job affected the working of more of employees with longer length of total service.

The Company provided the job security to more of employees with shorter length of total service than the employees with longer length of total service.

More of employees with longer length of total service were of the opinion that their salary was according to the work done by them as compared to the employees with shorter length of total service.

Less proportion of employees with longer length of total service took pride in doing their work.

From the above analysis it can be seen that there are three ☑ and five ☒, so it is proved that the employees with shorter length of total service were more in agreement with the hypothesis.

(g) Effect of variable number of years in present position

The period in present position of the employees made the difference in their responses regarding the hypothesis that the morale of the employees was high.

More of employees with longer period in present position than the employees with shorter period in present position accomplish their assigned task on time.

Employees with shorter period in present position confidently perform their job than the employees with longer period in present position.

Less proportion of employees with longer period in present position as against the employees with shorter period in present position cooperate with their colleagues while at work.
More of employees’ with longer period in present position as against the employees’ with shorter period in present position felt that the Company had various policies for welfare of the employees.

Repetitive nature of job affected the working of more of employees with longer period in present position.

The Company provided the job security to more of employees with longer period in present position than the employees with shorter period in present position.

More of employees with shorter period in present position were of the opinion that their salary was according to the work done by them as compared to the employees with longer period in present position.

Less proportion of employees with shorter period in present position took pride in doing their work.

From the above analysis it can be seen that there are four ☑ and four ☐, so it is proved that the employees irrespective of the period in present position were in agreement with the hypothesis.

From the above analysis it can be ascertained that of the seven variables employees’ senior in three variables viz., age, Class and work experience in OICL were more in agreement with the hypothesis.

Hypothesis VI: The Company’s Human Resource Development Department had main objective to increase the potential of the employees.

= Majority of employees in all the variables found that HR department played a satisfactory role in defining the authority and responsibility of the jobs of the employees, but the employees in the age group of 18-28 years remained undecided to the issue.

☑ Practices of HR department helped the employees to perform better at work. This was found by majority of employees in the organisation.

☑ Majority of employees convincingly opined that HR department contributed effectively in increasing the performance of the Company.

☑ Employees found that HR department helped them to realise their potential to the fullest.

From the above analysis it can be seen that there are three ☑ and one = so the hypothesis got a favourable response hence it is accepted.
However, the hypothesis has been accepted. It would be pertinent to assess the impact various variables on the hypothesis. Therefore, the impact of the variables of age, educational qualifications, Class, pay-scale, work experience in OICL, total years of service and number of years in present position have been analysed in the subsequent paragraphs.

(a) Effect of variable age

The age of the employees made the difference in their responses regarding the hypothesis that the Company’s Human Resource Development Department had main objective to increase their potential.

☑ More of employees’ senior in age than the employees’ junior in age felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

☐ Practices of HR Department helped more of young employees to perform better at work.

☒ More of employees younger in age as against the employees elder in age accepted that HR Department was contributing effectively in increasing the performance of the Company.

☒ Less proportion of employees’ senior in age found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there are one ☐ and three ☉, so it is proved that the employees younger in age were more in agreement with the hypothesis.

(b) Effect of variable educational qualifications

The educational qualifications of the employees made the difference in their responses regarding the hypothesis that the Company’s Human Resource Development Department had main objective to increase their potential.

☒ More of employees’ with lesser educational qualifications than the employees with higher educational qualifications felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

☒ Practices of HR Department helped more of less educated employees to perform better at work.
Less of employees with higher educational qualifications as against the employees with lower educational qualifications accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees with higher educational qualifications found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there are zero ☑ and four ☐, so it is proved that the employees with lower educational qualifications were more in agreement with the hypothesis.

(c) Effect of variable Class

The level of position of the employees made the difference in their responses regarding the hypothesis that the Company’s Human Resource Development Department had main objective to increase their potential.

More of employees posted at higher levels than the employees’ posted at lower levels felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

Practices of HR Department helped more of lower level employees to perform better at work.

More of employees posted at lower level as against the employees posted at higher levels accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees posted at higher levels found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there is one ☐ and three ☑, so it is proved that the employees posted at lower level were more in agreement with the hypothesis.

(d) Effect of variable pay scale

The pay scale of the employees made the difference in their responses regarding the hypothesis that the Company’s Human Resource Development Department had main objective to increase their potential.
Less of employees in higher pay scales than the employees in lower pay scales felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

Practices of HR Department helped more of employees placed in lower pay scale to perform better at work.

More of employees in lower pay scales as against the employees placed in higher pay scales accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees placed in higher pay scales found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there are zero ☒ and four ☐, so it is proved that the employees placed in lower pay scale were more in agreement with the hypothesis.

(e) Effect of variable work experience in OICL

The work experience of the employees in OICL made the difference in their responses regarding the hypothesis that the Company’s Human Resource Development Department had main objective to increase their potential.

Less of employees in senior in work experience than the employees’ junior in work experience felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

Practices of HR Department helped more of employees’ junior in work experience to perform better at work.

More of employees’ junior in work experience as against the employees’ senior in work experience accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees’ junior in work experience found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there is one ☐ and three ☒, so it is proved that the employees senior in work experience were more in agreement with the hypothesis.

(f) Effect of variable total years of service
The length of total service of the employees made the difference in their responses regarding the hypothesis that the Company's Human Resource Development Department had main objective to increase their potential.

Less of employees with longer length of total service than the employees with shorter length of total service felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

Practices of HR Department helped more of employees with shorter length of total service to perform better at work.

More of employees with shorter length of total service as against the employees with longer length of total service accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees with longer length of total service found that HR Department help the employees to realise their potential to the fullest.

From the above analysis it can be seen that there is zero 0 and four 0, so it is proved that the employees with shorter length of total service were more in agreement with the hypothesis.

(g) Effect of variable number of years in present position

The period of present position of the employees made the difference in their responses regarding the hypothesis that the Company's Human Resource Development Department had main objective to increase their potential.

Less of employees with longer period in present position than the employees with shorter period in present position felt that the HR Department plays a satisfactory role in defining the authority and responsibility of their job.

Practices of HR Department helped more of employees with longer period in present position to perform better at work.

More of employees with shorter period in present position as against the employees with longer period in present position accepted that HR Department was contributing effectively in increasing the performance of the Company.

Less proportion of employees with longer period in present position found that HR Department help the employees to realise their potential to the fullest.
From the above analysis it can be seen that there is one \( \mathcal{E} \) and three \( \mathcal{E} \), so it is proved that the employees with shorter period in present position were more in agreement with the hypothesis.

From the above analysis it can be ascertained that of the seven variables employees' junior in all variables viz., age, educational qualifications, Class, pay scale, work experience in OICL, total years of service and number of years in present position were more in agreement with the hypothesis.

Issues, challenges and suggestions

Difficulty in designing the training program: Company faces the difficulty in designing the training programs.

The reason for this issue is that the Company does not has any training policy as Company’s policies play a vital role in the formulation and designing of a training program. Every organization should have the well-designed training policy. Such a policy represents the top management’s responsibility for training of its employees and comprises rules and regulations governing the scope of training and development.

- Preparing the learners for the training program: Sometimes the employees are not prepared to attend the training program or to learn, this poses the problem for the immediate superior to prepare the employees for attending the training program.

For preparing the learners for the training program, Company should put the learners at ease so that they do not feel nervous at the job, particularly if they are newcomers, explain them the importance of the job and its relationship to total work flow, explain the employees the need and objectives of the training in relationship to their jobs, create interest among the learners about the training and arousing motivation to learn.

- Choice of method for the training: The range of training programs is so broad which make it difficult for the Company to choose the best method of training.

Different training program suit different type of personnel in the organization, though in many cases there may be overlapping. Like there may be training for increasing knowledge such as lectures, seminars, conferences, workshops etc, training for enhancing problem solving and decision making skills such as brainstorming, case study, role playing etc and training for enhancing interpersonal skills such as sensitivity training, transactional analysis etc.
• **Difficulty in assessing the training needs**

Assessing the training needs of the current employees is more complex. Since there is an added task to decide whether or not the training is the solution. The basic aim of the training is to induce a suitable change in the employee concerned, but Company find it difficult to assess the training needs accurately for all the employees in the organization. Therefore, training needs have to be related both in terms of the organisation's demand and that of individual’s demand. If the organization wants that the new jobs are to be handled by the existing employees, it requires training its personnel suitably. Company can make use of the various formal and informal methods such as views of line personnel, performance records, analysis of the difficulties involved in the job performance and views of the training programs. Company can also make use of the techniques like, organizational analysis, task analysis and man analysis.

• **Setting of goals and objective for the training in the Company**

Setting out the objectives of training while making the match between the goals and objectives of Company and that of the employees is complicated task for the management. The immediate objective of the training is to help an employee to improve performance on his present job. Long-range objectives are to guide the qualified man in preparation for positions involving greater responsibilities. The major type of training goals include the operational objectives which are concerned with efficiency in organizational working and outputs, performance objectives which relate to the individual performance in terms of both efficiency and quality, instructional objectives pertaining to trainees grasp and applicability of lessons.

• **Difficulty in deciding the evaluation criteria for the training**

Company finds it difficult to evaluate the outcomes of the training program. Evaluating training is fundamentally concerned with the extent of achievement of objectives as set out in a training plan, methods which Company can use like judging and measuring reactions of participants in various aspects as outlined in the training program, assessing and measuring how far the learning as been gainful and effective that is what exactly has been achieved by way of new knowledge, evaluating the behavioural changes in the performance of the job of the participant as can be observed by the immediate immediate superiors.
• **Responsibility for training**

Another issue faced by the Company is fixing the responsibility for the training program and its output as to be effective a training program should be properly organized as training is quite a strenuous task and cannot be undertaken by the single department. The responsibility for the training may be shared among the top management, which should frame and authorize the basic training policy, review and approve the training plans and approve training budget, Personnel department which should plan, establish and evaluate instructional programs, Line supervisor who should implement and apply the various developmental plans and the employees who should provide the feedback, revisions and suggestions for improvement in the training program.

• **Difficult to transfer skills**

It becomes the problem to transfer the new skills and behaviors from the training site to the job site.

Make it easy to transfer new skills and behaviors from the training site to the job site by maximizing the similarity between the training situation and the work situation, by providing adequate practice, by directing the trainees' attention to the important aspects of the job and by providing “heads up” preparatory information.

• **Faulty assumptions in performance appraisal**

Some times the immediate immediate superiors adhered to the faulty assumptions while performing the performance appraisal, which affects the rating of the employees.

The appraisal system can be designed to help in minimizing undesirable effects; the system should focus on objective analysis of performance in terms of specific events, accomplishments or failures. The raters may be required their ratings through as much continuous and close personal observation as possible.

• **Lack of knowledge of the appraisers**

Sometime employee who appraises their subordinate did not have the full knowledge about the performance appraisal process, which again affects the rating of the employees.

The appraisers should be selected and trained properly so that they have no personal biases and possess the necessary capabilities for objective evaluation of the employees. It has been proved that appraisers who are trained in how to evaluate subordinates tend to
be more effective appraisers than those who had not undergone such training. Another alternative for this can be that the HR department can serve a policy making and advisory role. Generally the HR department provides advice and assistance regarding the appraisal tool to use, but leaves final decisions on the heads of the Company. HR department can also help in providing the training to the appraisers for the effective performance appraisal.

- **Errors in rating the employees**

Some time in spite of the best efforts on behalf of the immediate superiors to perform no errors in the rating of the employees, there exists some type of errors which create fuss in the organization.

The reliability of the rating system can be obtained by comparing the rating of the two individuals for the same person. It can also be obtained by comparing the supervisor’s rating given now to another rating in future. Moreover, the degree of reliability in an appraisal system cannot be as high as psychological test, it is essentially an attempt to objectively estimate and deal with more intangible subjects. Thus, one should go for a satisfactory level of reliability only.

- **Employees losing trust on their immediate superiors regarding the Performance appraisal**

Lack of feedback about the assessment reports leave the employees in the confusion, which again give rise to misunderstandings between the immediate superiors and the subordinates.

The results of the appraisal, particularly, when they are negative, should be immediately communicated to the employees, so that they may try to improve their performance. An atmosphere of mutual trust and confidence in the organization is a must for an effective system of performance appraisal. Both the immediate superior and the subordinate should be able to discuss the matter frankly and offer suggestions that may be beneficial for the organization and lead to the improvement of the employees.

- **Standards remain unclear in the minds of the appraisers, which result in the unfair appraisals because the traits and degree of merit remain ambiguous in their minds.**
The best way for this is to develop and include descriptive phrases that define each trait. There should be the explanations specifying what is meant by outstanding, superior and good quality of work.

- **Identification of the career needs of the employees**

  *Employees in the Company have different career needs; problem, which is faced by the immediate superiors is that it is very difficult for them to know exactly about all the needs of the employees and to fulfill them.*

  Objective analysis of the hopes and the aspirations of the different categories of the employees should be done. It is necessary to identify and communicate the career goals, aspirations and career anchors of every employee because most individuals may not have the clear idea for these. For this purpose the personnel inventory of the organization should be prepared and employee potentials are ascertained. Personnel inventory will reveal the age, qualifications, experience and aptitude of the present employees.

- **Making the matches between the needs and opportunities of the employees**

  *It is sometimes difficult for the Company to match the needs of the employees with the opportunities available for them in the organization.*

  The organization can design appropriate development program to help the employees integrate their development needs with organizational opportunities. These programs can be individualized techniques like special assignments, supervisory coaching, planned job rotation, job enrichment etc. Management by objectives in which employees are encouraged to set personal development goals and develop action plans for achieving them. Efforts can be made through continuous self-monitoring to integrate the individual goals with the organizational goals. Supervisors or specialist may provide the career guidance to assist employees to understand their strengths and weaknesses and to appreciate the career opportunities available in the organization. It can help employees remove unrealistic expectations, set realistic career goals and formulate concrete action plans to achieve the goals.

- **Changes in the career plans: It's very difficult for the Company to review the changes in the career plans of the employees.**

  It is necessary to maintain a record of the career movements of the employees and also to monitor their career progress towards the predetermined career goals. This will enable the
personnel department to identify discrepancies and to adopt corrective measures at the right time. The career plans should be monitored to find out if it goes as per the assumptions or not. The monitoring should be done at the time of performance appraisal or when some project or assignment is completed. The appraisal should be in reference to the goals and objectives set not only in operating areas but also in areas where some milestones can be achieved.

- **Career plans become obsolete**
  
  *Due to the environmental changes the career plans become obsolete which become the big issue for the Company:*

  Not only should the present but future environment as well be considered for the career strategy. This requires forecasting. Since many factors need to be analyzed, planning the career necessitates being selective and concentrating on those factors, which are critical to personal success. With this analysis Company can review the career plans and can make the necessary adjustments in the career plans and update them so that they don’t become obsolete.

- **Difficulty in assessing the motivational needs of the employees**

  *Needs and satisfaction of the needs is the psychological feelings. Sometimes even the person may not be aware about his own needs, how can the managers come to know about these needs?*

  Managers can conduct the survey for assessing the motivation needs of the employees, they can also make the arrangements for the personal interviews with their subordinates, but for this it is necessary to create the informal atmosphere in these interviews so that the employees can express about their needs frankly and without any hesitation. In this information can be obtained from the employees regarding their more important and less important needs.

- **Basis for the incentives: Sometime complications arise in choosing the base for the determination of the amount of incentives for the employees.**

  The incentive schemes should be based on scientific work measurement. The standards set must be realistic and must motivate employees to put in better performance. Employees must be provided with necessary resource so that employees will able to
achieve these standards. Incentive schemes should be based on the standards set. So the rewards should be clearly linked to the efforts of the individual.

**Some other suggestions:**

**For effectiveness in the training**

- Ensure that the management commits itself to allocate major resources and adequate time to training.
- Ensure that the training contributes to the competitive strategies of the Company. Different strategies need different HR skills for implementation.
- Ensure that a comprehensiveness and systematic approach to training exists, and training and retraining are done at all levels on a continuous and ongoing basis.
- Make learning one of the fundamental values of the Company. Let this philosophy percolate down to all employees in the organization.
- Ensure that there is proper linkage between organizational, operational and individual training needs.
- All individuals do not have the same aptitudes, background, education, experience, intellect, capability of understandings and interests. There may be some people who are complimentary slow in learning or may not at all able to learn. Any training program shall have to keep in view all these individual considerations.
- The previous experience of education acquired by the employees should also be made use of while planning their training. The previous background should be used as a foundation for new development. If the new training is entirely different than what the employee had learnt, he will find difficulty in following it. So training should be related with the previous backgrounds of the trainees.
- The conditions prevailing in the organization should be conducive to the training programs. The conditions should rather encourage employees to learn more and more. The persons learning better techniques of doing the things should be suitably rewarded. This will not only encourage those employees but also motivate the other employees to improve their performance.
To make the training effective tool of learning, trainees should also be involved in these programs; they should be provided with the opportunity to practice the newly needed behavior norms.

Practice makes a man perfect. Skills that are practiced often are better learned and less easily forgotten. Therefore, trainees should be allowed continuous practice. Teach and demonstrate knowledge and skills and then let the trainee try them himself.

For effectiveness of Performance appraisal

- The top management must create a climate of reliable appraisal throughout the organization. Goal orientation, open communication, informal relationships etc are the basic elements of such a climate.
- Appraisal must satisfy the conditions of validity by measuring what they are supposed to measure.
- While designing an appraisal system individual differences in the organization should be recognized. Which particular technique is to be adopted for appraisal should be governed by such factors as the size, financial resources and the objectives of an organization.
- After appraisal, an interview with the employee should be arranged. It is necessary to supply feedback to know the difficulties under which the employees work and to identify training needs. A problem solving approach can be adopted in the interview and counseling should be provided for improving the performance of the employees.
- There should be the provision of appeals against appraisals to ensure confidence among the employees.
- The assessment reports should be discussed with the concerned employees. The weak points, good points and difficulties are indicated for helping the employees to improve their performance.
• The raters should be required to justify their ratings. Documentation will encourage evaluators to make conscious efforts minimizing personal biases. It will also help to impart accountability for ratings.

• Another suggestion is that appraisers should keep the diary and record the critical positive and negative incidents concerning each employee in it; one can then discuss these incidents with the employees.

For effectiveness of the career planning

• Dialogues can generate the interest, which will be advantageous to the organization as well as the individuals. Generally, this dialogue is between the individual employee and his immediate superior, but it can be between the individual and the top management of the organization.

• Employees should be involved in the setting of goals, time schedules, value system and other meaningful issues. This participation will give them the sense of belongingness to the organization.

• Career planning efforts to be effective must receive consistent support and help from the top management.

• Corporate goals must be laid down clearly. It is not possible to develop appropriate goals for the human resources if the management is not sure about the corporate goals.

• The career paths of the employees should be laid down clearly and the promotions should be available to the talented employees.

• Career planning efforts should be carried out on the continuous basis keeping the changing needs of the employees and the organization in mind.

• There should be publicity of the career opportunities in the organization, so that all the employees are aware of these.

• Organization can create an environment and express genuine concern for development. But unless the employees are willing to make use of the available opportunities and resources career planning cannot be effective.
• Unbalanced age structure causes promotion blocks, which hampers career planning. There should be both continually and renewal in personnel. Effective career planning requires harmony between the growth needs of the organization and aspirations of the individual employees.

• Stress at work place is harmful to an individual career as well to the organization. Management can help employees get over this stress through career stress management programs.

• Provide each employee with an individual budget so that he or she can use this budget for learning about the career options and personal development.

• Offer on-site or online career centers, these might include an on or off line library of career development materials, career workshops and also provide individual career coaches for career guidance.

• Make career and development courses and programs available, perhaps through partnerships and with local colleges and consultants.

• Help organize “career success teams”, these are the small Class of employees from the same or different departments who meet periodically to network and support one another in achieving the career goals.

For effectiveness of the motivation and the morale of the employees

• Trust and openness are the building blocks of the motivation and the organization must work towards trust, integrity and openness. In such an organization the chances of conflict are reduced to minimum.

• Employees should be given scope in their jobs. It will provide the amount of responsibility, work pace and the feedback. The higher the level of these factors, higher will be the job scope and higher will be the level of satisfaction.

• A moderate amount of variety is very effective. Excessive variety produces confusion and stress and a too little variety causes monotony and fatigue, which are dissatisfiers.

• Role ambiguity and role conflict also lead to confusion and demotivation because employees do not know exactly what their task is and what is expected of them.

• A friendly and cooperative work Class also contributes in maintaining the high level of the motivation among the employees.
• If the Company cannot combine and enrich the jobs, it should use the techniques of the job rotation. In such a case employee should be shifted from one job to another in order to provide some variety so as to minimize monotony and boredom.

• There should be proper communication between the management and the employees. All policies and programs should be explained to the employees through downward communication. The feelings and reactions of the employees should regularly reach management in an upward communication.

• The employees showing the better performance should automatically be given incentives.

• The feelings and emotions of the employees should be given due weight age. There should not be any discrimination between the employees and the Class.

• Management should encourage the social Class activities by the employees. This will help to develop better Class cohesiveness, which can be used by the management in building the high morale.

• A complete job should be assigned to the employees; job should be enlarged to provide variety of tasks. Flexible working hours and job sharing may also be helpful in raising the morale.

• Management should install a proper system by which employees can suggest changes. Useful suggestions should be rewarded and widely recognized.

• A sound procedure should be installed for quick and impartial redressal of employee grievances.