HRD Systems Maturity: Perceptions of Public Sector Bank Employees in Rajasthan

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Human resource management and development plays a vital role in every organization and awareness has already aroused in effectively managing human resources. The countervailing powers in the form of trade unions and employees' associations and the welfare culture of popular governments have forced the business organizations to manage human resource in a transparent manner. The need is being felt to measure the HRD effectiveness in achieving the goals and objectives of organizations. One such effort has resulted in the development of HRD Scorecard by Prof. T.V.Rao. The HRD Scorecard is an attempt to re-focus the attention of HRD managers on the enabling HRD function through the HRD Audit process. It is an assessment of the HRD maturity level of any organization. It assigns a four letter rating which represents the four critical dimensions of HRD contributing to organizational performance, viz., (i) HRD Systems Maturity, (ii) HRD Competencies in the Company, (iii) HRD Culture, and (iv) Values & Business Linkages of HRD. Out of the four critical dimensions of HRD scorecard, one of the most important dimensions is HRD Systems Maturity. The paper makes an attempt to measure HRD Systems Maturity in Public Sector Banks in Rajasthan. In this paper, the results of an empirical study have been presented. The empirical study is conducted to study the perceptions of public sector bank employees as a case. A fully structured questionnaire, based on T.V.Rao Model, is administered on 60 employees (both officers and non-officers) of public sector banks. The maturity level is studied with 12 subsystems, viz., manpower planning & recruitment, potential appraisal & promotions, career planning & development, performance planning and management, training, performance coaching & feedback, job rotation, worker development, organization development & self renewal system, human resource information system, quality circles and other subsystems and 7 parameters, viz., their level of adequacy, their integration with other subsystems, their implementation, their designing, their flow from corporate strategies, their relevance to balance the current and future HR needs, and their relevance to organizational goals. The systems maturity level is studied in general, as also to know the relationships among the perceptions of bank employees in terms of their level of experience, their age, their category and also the gender. In the last suitable suggestions have been made. The entire results are expected to benefit the HRD practitioners, researchers as also the academicians.

Key words: HRD (Human Resource Development), HRD Scorecard, HRD Systems Maturity, HRD Audit.

Human resource management and development plays a vital role in every organization and the awareness has already aroused towards the need of effectively managing human resources The countervailing powers in the form of trade unions and employees associations and the welfare culture of popular government have forced the business organizations to manage their human resources in transparent manner. The need is also being felt to measure the HRD effectiveness in achieving the goals and objectives of the organizations. One such effort has resulted into the development of HRD Scorecard by Prof. T.V.Rao.

HRD Scorecard: Components and its Relevance

Human resource development practices, now-a-days, are being subjected to audit in the business corporations to measure organizational effectiveness in achieving the cherished business goals and objectives. A well renowned scholar Prof. T.V.Rao in this connection has developed a tool named 'HRD Scorecard'. The HRD Scorecard is an attempt to re-focus the attention of HRD managers on enabling the HRD function through the HRD audit process. It is an assessment of the HRD maturity level of an organization. It assigns a four-letter rating which represents the four critical dimensions of HRD contributing to the organizational performance, viz., (i) HRD Systems Maturity, (ii) HRD Competencies in the Company, (iii) HRD Culture, and (iv) Values & Business Linkages of HRD (strategy, structure, competency, culture, style, etc.). The score obtained indicates the extent to which HRD efforts (tools, processes, culture, etc.) are intrinsically sound and are driven to achieve business or organizational goals. Using some typical methodologies, an organization can be assigned a score. The scoring is done by the auditors in the process of HRD audit. The HRD scorecard is intended, in due course, to become just like ISO certification system. By looking at the HRD scorecard, anyone may identify the weak areas and plan corrective actions accordingly.

HRD Systems Maturity

Out of the four critical dimensions of the HRD scorecard, one of the most important dimension is

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HRD Systems Maturity. The HRD systems maturity assesses the extent to which various HRD subsystems and tools are designed and are being well implemented. There are seven factors as stated below that need to be taken into account to study the HRD systems maturity:

1. The systems should be appropriate and relevant to business goals or organizational goals.

2. They should focus on, as well as balance between, the current and future needs of a corporation.

3. The HRD strategies and systems should flow from the corporate strategies.

4. The systems should be well designed and should have structural maturity.

5. The systems should be well implemented.

6. The subsystems should be well integrated and should have internal synergy.

7. They should be adequate and should take care of the HRD requirements of the organization.

The following subsystems are assessed on the above criteria and depending upon the extent to which they meet the requirements, a score is assigned for the HRD systems maturity:

1. Manpower planning and recruitment

2. Potential appraisal and promotions

3. Career planning and development

4. Performance planning and management

5. Training

6. Performance coaching and feedback

7. Job rotation

8. Worker development

9. Organization development and self renewal system

10. Human resource information system (HRIS)

11. Quality circles and

12. Other systems

Each of them is assessed on a 10-point scale where a score of 10 represents an extremely high level of maturity, 5 represents a moderate level of maturity and 1 represents an extremely low level of maturity.

The grading system is as follows:

A* - Extremely high level of maturity. Maturity score = 90% and above. All the systems are extremely adequate, relevant to organizational goals, well designed, well implemented, highly relevant to organizational needs, well linked with corporate plans, well integrated. This is the highest maturity level.

A -Very high maturity level. Maturity score = 80% to 90%

B*- High level of maturity. Maturity score = 70% to 80%

B -Moderately high maturity level. Maturity score = 60% to 70%. Good on most systems and meets most standards to a satisfactory level. This is minimum acceptable grade for a good company.

C*- Moderate maturity level. Maturity score = 50% to 60%. This is an average score.

C -Moderately low maturity level. Maturity score = 40% to 50%

D*- Low maturity level. Maturity score = 30% to 40%

D- Very low maturity level. Maturity score = 20% to 30%

F- Maturity not at all present. Maturity score = below 20%. Fails to meet the minimum standards on most systems and on most dimensions, the organization has a long way to go.

U -Ungraded. Cannot be graded due to lack of data.

HRD systems maturity is important because it (i) focuses on the leading indicators, (ii) identifies the differences between HR doables and HR deliverables,(iii)demonstrates HR's contributions to strategy implementation and to the company's bottom line,(iv) helps HR managers focus on and manage their strategic responsibilities, (v) encourages HR flexibility and change, (vi) encourages "customers" of HR to become more self-sufficient, and (vii) provides focus for HR and OD staff.

As such, in this research paper the researchers have chosen to study empirically the perceptions of the public sector banks employees in the state of Rajasthan, as a case, towards grading HRD Systems Maturity.

Research Methodology

The population of the study covers the employees of public sector commercial banks in

Rajasthan. On the basis of intuition, a random sample of 60 bank employees has been taken to represent the population. The sampled employees cover a cross-section of the employees in terms of their category (officer and non-officer), length of experience, their age and gender. Based on Prof. T.V.Rao's model, a structured questionnaire was administered to the sampled employees. The questionnaire, containing scaling questions on a 10-point scale with focused three levels only, viz., 10 represents an extremely high level of maturity, 5 represents a moderate level of maturity and 1 represents an extremely low level of maturity, was used for measuring the HRD maturity of subsystems. The maturity level is studied for all 12 subsystems each in terms of 7 parameters as pointed out earlier.

The basic objective of this research paper is to gain the first hand experience of the applicability of the T.V.Rao's model in measuring the HRD systems maturity, as a case, and based on the results of this study, further studies on large scale may be undertaken by the researchers. The paper measures the maturity levels for all the sub-systems, as per the perceptions of the bank employees as a whole and also examines the differences in the perceptions of the cross sections of the employees. The researchers have started with the basic hypothesis that the average perceptions of the bank employees are, by and large, similar regarding measuring HRD systems maturity, irrespective of their gender,

experience, category, and age. In this regard, parametric test like ANOVA (F-Test) and non-parametric tests like Chi-Square and Kendall's Co-efficient of Concordance were used at 5% level of significance.
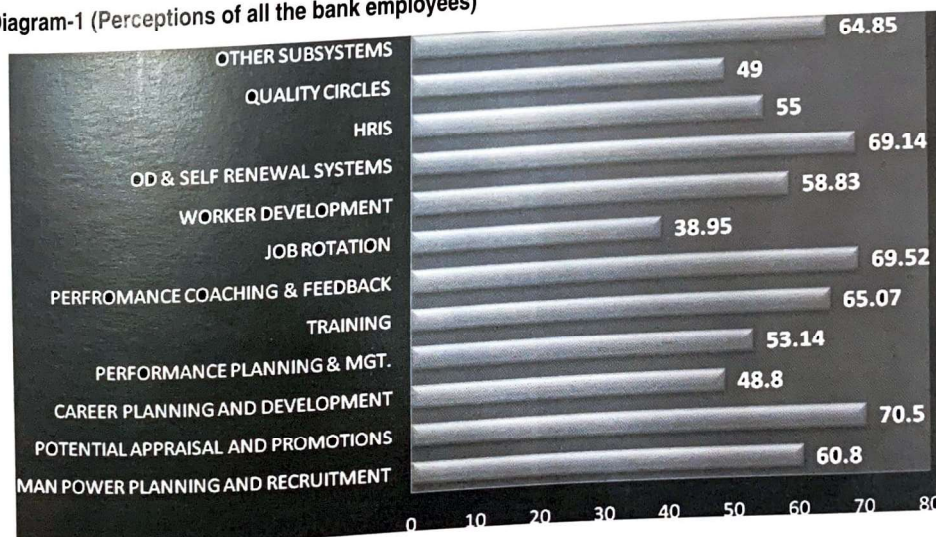
Results and Analysis

Profile of the Respondents

The survey results are based on the responses from the 60 randomly sampled public sector bank employees. The average age of the respondents was 36 years. However, 37% of the employees were in the age group of 20-30 years, 28% in 30-40 years, 23% in 40-50 years, and the rest 12% were above the age of 50 years. 62% of the respondents were male and the 38% were female. 60% of the respondents were officers and 40% were non-officers. The average length of work experience of the respondents was about 15 years though 45% respondents had work experience below 10 years, 25% between 10-20 years, 17% between 20-30 years and the rest had work experience above 30 years.

Maturity Level of Subsystems

As per the diagram-1, the total scores of the subsystems were found different. The highest score was found in the case of Potential Appraisal and Promotions while the lowest score was in the case of Job Rotation.

Diagram-1 (Perceptions of all the bank employees)

Subsystem	Score
OTHER SUBSYSTEMS	64.85
QUALITY CIRCLES	49
HRIS	55
OD & SELF RENEWAL SYSTEMS	69.14
WORKER DEVELOPMENT	58.83
JOB ROTATION	38.95
PERFROMANCE COACHING & FEEDBACK	69.52
TRAINING	65.07
PERFORMANCE PLANNING & MGT.	53.14
CAREER PLANNING AND DEVELOPMENT	48.8
POTENTIAL APPRAISAL AND PROMOTIONS	70.5
MAN POWER PLANNING AND RECRUITMENT	60.8

The relative rankings of the subsystems based on their scores arranged from top to bottom are given in table-1:

Table-1 Percentage Score and Relative Rank Order

S.No.	Subsystem	Percentage Score	Rank Order
1	Potential Appraisal & Promotions	70.5%	1
2	Performance Coaching & Feedback	69.52%	2
3	OD & Self Renewal System	69.14%	3
4	Training	65.07%	4
5	Other subsystems	64.85%	5
6	Man Power Planning & Recruitment	60.8%	6
7	Worker Development	58.83%	7
8	HRIS	55%	8
9	Performance Planning & Management	53.14%	9
10	Quality Circles	49%	10
11	Career Planning & Development	48.8%	11
12	Job Rotation	38.95%	12

The summary of the grades for all the subsystems have been shown in table-2:

Table-2 Summary Grade Sheet

S.No.	Grade	Maturity Level	Maturity Score	Description	Subsystem
1.	B*	High Maturity Level	70% to 80%	All systems are adequate, relevant to organizational goals, well designed & implemented, relevant to organizational needs, linked with corporate plans & integrated.	Potential Appraisal & Promotions
2.	B	Moderately High Maturity Level	60% to 70%	Good on most systems and meets most of the standards to a satisfactory level.	OD & Self Renewal Systems, Performance Coaching & Feedback, Training, Manpower Planning & Recruitment, Other Subsystems
3.	C*	Moderate Maturity Level	50% to 60%	Average score	Worker Development, HRIS, Performance Planning & Mgt
4.	C	Moderately low maturity level	40% to 50%	Needs to improve substantially to be a world class organization	Quality Circles, Career Planning & Development
5.	D*	Low maturity Level	30% to 40%	Needs to go a long way for improvement	Job Rotation

As per the summary, it becomes very much obvious that the following three subsystems i.e., Quality Circles, Career Planning and Development and Job Rotation, had their maturity below the moderate level. This implies that 75% of the subsystems have maturity levels above average.

Since the average scores of the maturity levels of the subsystems were not equal; an effort was made to test the significance of the differences among scores of the maturity levels by applying ANOVA at 5% level of significance. The results are given in table-3

Table-3 Summary of Analysis of Variance

Sources of Variation	Degrees of Freedom	Sum of Squares	Mean of Squares	F-ratio
Between the sub-systems	12-1=11	54.52	4.95	
Within the sub-systems	84-12=72	39.70	0.55	4.99/.55=9
Total	83	94.22		

The calculated value of F-ratio is 9 which is far more than the table value (around 2.09). Hence, the null hypothesis of having no difference among the scores of the subsystems has been rejected and the alternate hypothesis that the average scores of the subsystems differed significantly is accepted. In other words, the differences among the scores of the sub-systems are not due to sampling fluctuations but they are the real differences.

Perceptions of Cross Sections of Bank Employees

The researchers also made an attempt to study the differences in the perceptions of the respondents regarding the HRD systems maturity in terms of their gender, age, length of service and category as per the details of total scores shown in table-4.

Table-4 Category wise, gender wise, length of experience wise and age wise total scores and ranks of the respondents on a 10-point scale for HRD systems maturity

Subsystems	Category		Gender		Length of service(yrs.)				Age in years			
	O	N/O	M	F	<10	10-20	20-30	>30	20-30	30-40	40-50	>50
Man Power Planning & Recruitment	1514 (6)	1040 (6)	1546 (6)	1008 (6)	1119 (6)	668 (6)	451 (5)	316 (7)	926 (6)	725 (6)	619 (5)	284 (6)
Potential Appraisal & Promotions	1750 (1)	1212 (1)	1794 (2)	1168 (1)	1357 (1)	741 (1)	470 (3)	394 (2)	1111 (1)	846 (1)	671 (1)	334 (2.5)
Career Planning & Development	1182 (11)	868 (10)	1250 (10)	800 (11)	866 (11)	493 (11)	392 (11)	299 (8)	715 (10)	585 (11)	496 (10.5)	254 (9)
Performance Planning & Management	1312 (9)	920 (9)	1335 (9)	897 (8)	976 (9)	579 (9)	413 (9)	264 (10)	780 (9)	670 (8)	496 (10.5)	245 (10)
Training	1627 (4)	1106 (4)	1661 (4)	1072 (5)	1238 (4)	681 (5)	458 (4)	356 (5)	1026 (5)	743 (5)	537 (8)	310 (5)
Performance Coaching & Feedback	1738 (2)	1182 (3)	1798 (1)	1122 (3)	1308 (3)	730 (2)	480 (1.5)	402 (1)	1072 (3)	840 (2)	654 (4)	346 (1)
Job Rotation	919 (12)	717 (12)	969 (12)	667 (12)	678 (12)	398 (12)	333 (12)	227 (12)	542 (12)	506 (12)	662 (2)	200 (12)
Worker Development	1460 (7)	1011 (7)	1488 (7)	983 (7)	1085 (7)	662 (7)	431 (7)	293 (9)	892 (7)	705 (7)	388 (12)	266 (8)
OD & Self Renewal System	1711 (3)	1193 (2)	1760 (3)	1144 (2)	1324 (2)	711 (3)	480 (1.5)	389 (3)	1093 (2)	816 (3)	608 (6)	334 (2.5)
HRIS	1351 (8)	959 (8)	1481 (8)	892 (9)	986 (8)	580 (8)	418 (8)	326 (6)	811 (8)	668 (9)	661 (3)	275 (7)
Quality Circles	1204 (10)	854 (11)	1223 (11)	835 (10)	896 (10)	518 (10)	402 (10)	242 (11)	704 (11)	627 (10)	556 (7)	219 (11)
Other subsystems	1620 (5)	1104 (5)	1648 (5)	1076 (4)	1233 (5)	694 (4)	437 (6)	360 (4)	1031 (4)	746 (4)	508 (9)	314 (4)

In the table, the total scores of all the subsystems covering the seven parameters for all the cross sections of the employees were ranked.

Regarding the category and the gender wise differences, the Spearman's Rank Co-relation Coefficient was used and for experience and age wise differences, the Kendal's Coefficient of Concordance was used to examine the type of relationships existed among the scores of the cross sections of the employees. The results are shown in table-5

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Table-5

Particulars of Correlation	Calculated value	Table value at 5% level of significance	Remarks
Category wise coefficient of rank co-relation	0.99	0.5804	Significant Positive
Gender wise coefficient of rank co-relation	0.96	0.5804	Significant Positive
Length of service wise Co-efficient of Concordance (W)	0.94		
Chi-square	41.36	19.679 (at 11 DOF)	Significant Positive
Age wise Co-efficient of Concordance (W)	0.69		
Chi-square	30.69	19.679 (at 11 DOF)	Significant Positive

Conclusion

The results of the study reveals that the HRD systems maturity levels for all the 12 subsystems covering 7 parameters are substantially different as per the perceptions of the public sector bank employees. 75% of the subsystems had over above average maturity levels while the remaining 25% (three subsystems) has below average maturity levels. The cross sections of the employees perceptions are also the same as it were found in the case of all bank employees. As such, of the 12 sub-systems, Quality Circles, Career Planning and Development and Job Rotation are the areas of immediate concerns for necessary corrective actions in terms of their seven dimensions.

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