

Organisational Change And Human Resource Management Interventions: An Investigation Of The Service Sector Industry

Dr. Preeti Singh

Assistant professor New Delhi Institute of Management, New Delhi

Contact: 8800208645, preeti23.chauhan@yahoo.com, preeti08.c@gmail.com

Dr. Shivani Thapliyal

Assistant Professor New Delhi Institute of Management, New Delhi

Contact: 8279349235, shivani.gkv@gmail.com

Abstract:

The main aim of this study is to examine how employee performance is developed by HRD interventions and its relationship with organisational effectiveness and employee competencies. A hypothesized research model has been developed by selecting the major factors from the published literature. The HRD interventions chosen are career development, performance management, employee empowerment, and training and development. Structural equation modelling (SEM) technique has been applied to check the validity of the model. Data was collected using structured questionnaires from 347 respondents working in service industry in Delhi/NCR. Reliability and validity of each dimensions are established by confirmatory factor analysis (CFA) and hypothesis is tested by using SEM. Results indicate that HRD interventions have an significant impact on employee competencies which improves organization effectiveness. Further this study is beneficial for decision makers to formulate effective HRD interventions in organisation to improve employee competencies.

Keywords: Career development, performance management, employee empowerment, training and development, employee competencies, organization effectiveness, CFA, SEM

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1. Introduction

Service sector is one of the main and fastest growing sector in the global economy (Jha et al., 2019). Service sector in India contributes 49.88% to GDP, surprisingly in 2019 almost half of India's GDP is generated by the service sector (ILO, 2020). There has been tremendous growth of service sector in India while contributing positively to GDP (Ishola & Olusoji, 2020). Though it is a rapidly growing sector, it has own challenges such as globalisation, technology upgradation and are exploring innovative ways to remain competitive in the market (Potnuru & Sahoo, 2016). In order to remain competitive in the market, organizations change themselves, because without change they lose their competitive edge and fail to meet customers need. Organization needs capable job strength to participate with the participators and gain customer's trust (Potnuru & Sahoo, 2016). Schooling stage, talent range and standard of job strength are the three paradigms for market participation. Therefore, organisation has to imply

man power advancement intercession to advance job strength competitive and make the organisation function impactfully.

Organisations in nations alike as United Kingdom, German, France, Italy, China, and Japan depends on their performer to alive (Methode et al., 2019). They can only remain competitive through their workers. Administrational leaders nowadays conduct assessment periodically to assist workers to gain opportunities within the organisation. Every organisation has their own method of performing activities because of uniform alteration of organization surrounding. This alteration hence needs administration to adapt core alteration which impact performers proficiency thus affect organization efficacy (Daniel, 2019). Another and more administration are infusing in HRD interventions as a mode to raise performer competition and competitiveness (Kareem & Hussein, 2013).

HRD interventions plays an important part to acquire rational competition beneath and advance administrational impact. According to Simmonds

& Pedersen, (2006), “HRD is a set of structured and unstructured learning and performance-based activities which improve individual and administrative proficiencies to address the changes in the business environment”. Man power advancement is a schematic method objectified at enhancement proficiencies of the independent and team by coaching and advancement, profession advancement, and administrative advancement activities to require administration conductance (Garavan, 2007). Asfaw et al., (2015) states that the fundamental aim of HRD is to enhance and advance the performer proficiencies so that administration limit the standard of man power. Administration have to develop worker proficiencies that makes organization performs effectively (Potnuru & Sahoo, 2016).

Hamid et al., (2017) states that HRD is productively impacts administrative activity. (Tseng & McLean, 2008) argued that the responsibility of HRD is to offer plans, coaching and advancement, administrative advancement, and profession growth chances to develop administration and their performers proficiencies to acquire organisation aims. Adenike et al., (2013) states that when an organisation is experiencing alteration, the man power operation is to tie up the different provision method and provide the alterations around each groups and job measures. Adenike et al., (2013) argued that if the organizations require to acquire extreme conductance, they must further concentration on HRD exercises alike exercising and advancement, administrative enhancement, and profession advancement opportunities.

There is yet a research void on HRD area also there is no true design to test how HRD interventions influence administrative performance by performer proficiencies. There are bounded similar researches studying the connection amid HRD interventions, administrative efficacy and worker proficiencies (Potnuru & Sahoo, 2016; Kareem & Hussein et al., 2013). Particularly, in service industry there are no studies confront with inspecting how performer conductance is advanced through HRD interventions and its connection with administrative efficacy and worker proficiencies. This void head us to suggest the study questions: (a) Are HRD intervention constructs is positively related to worker proficiencies? (b) Do performer proficiencies productively connect to administrative effectiveness? Hence the goal of this study is to test the influence of worker proficiencies on administrative effectiveness. On

the grounds of above discussion, present research has been schemed to examine the connection amid HRD intervention, colleague proficiencies and administrative efficacy in the Indian service manufacturing.

2. Literature Review and Hypotheses

HRD Interventions

(McGuire, 2011) specify HRD as “for the aim of enhancing functioning’s, a process is run which primarily is for evolving and releasing human competence via administration development and persona training” (p. 4). For monitoring the development of human resources to put up the whole success of the organisation, a strategy is planned which is human resources development methodology program. (Zikmund et al., 2012). To stimulate positive nature in independents and effect their intellectual, skills and talents, administrations have used human resource development practices as an important planned methodology (KSA’s), which can raise positivity and conductance (Clardy et al., 2008) (Rao, 1987a) claimed that, employers are enriched productively due to HDR intervention’s “the element of HDR advances the ability and conductance of the existing practices such as performance appraisal and management, career development, training and organisational development. Aside the similar lines, (Rao, 1987b) specified HRD practices such as job rotation, potential development, awards, organisational development, career development, reviews and counselling, training and advancement.

Employee competencies

Competency is a significant idea in provision administration because it is nearly connected to outstanding job conductance (Yaşar et al., 2013). (McClelland, 1973) As a prominent predictor of employee performance and success, he evolved the concept of “competency” (Boyatzis & Boyatzis, 2008) specify competency as “the highlighting trait of an individual that could be an aim, characteristics, and talent, view of one’s self-picture or civil part, or a feature of acknowledgement which he or she utilizes”. (Manisha Bhardwaj et al., 2013), claimed that competencies are generally a combination of talent and knowledges that are required for an impactful conductance. (Potnuru & Sahoo, 2016) specified Seven key competencies that particularly affect the behaviour of individuals, teams and effect of the organisation are self-competency, cross country competency, employee’s ethical competency,

diversity competency, team competency, communication competency, change competency. Self-competency, ethical competency, team competency, change competency, communication competency are the tested competencies.

Organisational Effectiveness

Nearly all of the organisational theories involve the notion of effectiveness and organisational effectiveness may be the most critical conditioned variable in all organisational researchers (Ashraf & Abd Kadir, 2012); Field & Eydi, 2017). In spite of this prominence, the maker has evaded a true specification. (Georgopoulos & Tannenbaum, 1957) specified administrative impact as “... a extend to which an organisation functions without putting extreme stress on its employees, as a social system, completes its aim without debilitating its meaning and resources, particular resources and means are provided” (KAREEM, 2013) suggested that, in the method of collecting and changing inputs into outputs in an appropriate method, all the constituents in this method is the total satisfaction of the organisational effectiveness. For measuring organizational effectiveness, expertise have suggested five approaches: goal attainment approach (Etzioni, 1960), system resource approach (Devica, 2015), internal process approach (Karteroliotis & Papadimitriou, 2004); (Sowa et al., 2004), strategic constituency approach (Field & Eydi, 2017) (Trieschmann et al., 2000) and competing values approach (Of & Business, 1968); (Pounder, 2000). Effectiveness has been specified by the goals model is the range to which a firm has accomplished its aim (Salancik & Pfeffer, 1977). The most broadly utilized one is the goal approach, and in understanding its objective, it approaches effectiveness of an organisation in terms of its appraisals (Weese, 1997). (Yuchtman & Seashore, 1967) who suggested the system resources model “...exploiting of its surrounding in the accession of the sparse and resources which are valued, in either absolute terms or relative terms, it's the capability of the organisation” is specified as the effectiveness. Organisations that can provide a balance and potential internal environment are seemed as effective operations, according to the internal process model (Chelladurai et al., 1999) as they convert an organisation inputs into wanted outputs, the model focuses on the internal logic and linearity amid the yielding methods of this organisations (Chelladurai et al., 1999) (Salancik & Pfeffer, 1977). Numerous variety of effectiveness reports can be created about the main

organisations since strategic constituency approach is evolved on a perception of organisational effectiveness, referring it as a constituencies it reflects back the factor sets of many independents and teams. (Field & Eydi, 2017). Specification of the major investor perception of effectiveness is contemplated important since the focus is on the human resource developments as it build the framework (Field & Eydi, 2017). In benefited organisations, the competing values approach and its effectiveness factor are combined on the basis of perceptions of organisational effectiveness. By (Pounder, 2000), the most malicious and impactful multidimensional access form the five structures of organisational effectiveness is the competing value approach.

Human Resource Development contributions to Organisational Effectiveness

(Alagaraja et al., 2015); (Clardy et al., 2008); (Tseng & McLean, 2008) for instituting human resource development and organisational effectiveness and performance connection, many expertise of human resource development researched and worked together on this. “view based best-fit model, best-practice model, best-fit approach, combination of best-fit approach and best-practice model and investors were identified by (Alagaraja et al., 2015) as five significant approaches for studying the linkage of human resource development and organisational performance and effectiveness”. HRD study has idealised and factually instituted productive connection amid single or connected internal bunch of HRD organisational effectiveness and practices (Colbert et al., 2014); (Hu et al., 2015), employee involvement (Potnuru & Sahoo, 2016), employee communication (Kauffman et al., 2008), personality (Potnuru & Sahoo, 2016), knowledge management process (Md. Siddiqur Rahman, 2012). (Garavan, Nilsson, et al., 2012) As an opportunity for the workers to enhance their competencies that donate, in aggregate to organisation performance, it prioritized the developing human resources developments plans.

Human Resources Development Practices and Employee Competencies

As a prominent schematic tools for encouraging favourable nature amid employees and gripping their intellectual, talents and skills, which increase production and performance, provision uses human resources (HR) practices. (Bates & Chen, 2005); (Clardy et al., 2008) (Setiyawan, 2013) suggested that, administration must plan and there

should be an application of practices of human resource development to allow individual to perform impactfully and keep conductance meets by enhanced independent competencies. (Kehoe & Wright, 2013) suggested, to enhance organizational operations, human resource development was the major parameter for workers to accomplish competencies that in return are prominent. (Richman, 2015) suggested that, the parameter which enhances the standard of commodities and facilities is human resource development practices, which also enrich productivity, ability to perform job and potential of employees.

Training and Development and Employee Competencies

(Moon et al., 2008) suggested that a significant accompaniment for workforce training and involvement is to encourage organisational performance and industry competitiveness. (Swanson, 2001) specified training and development as “it is the method which aims the improvement of performance in the employees through developing expertise system” (p. 304). (Hornsby et al., 2009) claimed that, to enhance the productivity and performance of their employees, organisations are depended on training. This is uniform with the discovering of (Iijima, 1967) and (Appiah, 2010) who focused that, through productively improving employee performance by developing the intellectual, talents, skills, potential, nature and competencies, many gains such as performance improvement for the organisation and employees can be generated by training. Hence, the succeeding thesis is suggested.

H₁: There is an important effect of training and development on employee competencies

Career Development and Employee Competencies

(Johnson & Hall, 1988) career development was specified as “the results ensuing by the communication of independent career planning and institutional career management techniques”. (Al-sharafi, 2018) declare that, by matching the talents, skills, experience and aspirations of individuals by encouraging to the wants of the organization, it mainly allows organisation to tap their capital of in-house staffing which is a well-designed career development system. With same context, (Gilley et al., 2009) suggest that in building a connection between the organisation and employees enhancing their skills, potentials, intellectuals, and in enhancing independent

competencies the career development interventions assists a lot. By the research of (Saini, 2015) it was consistent, that conflicted there was an improvement in individual performance and prominently enhances employee competencies because of effective application of individual career management that functions. Therefore, the following thesis is proposed.

H₂: there is a prominent effect of career development on employee competencies.

Performance management and employee competencies

(Ostroff et al., 2012) specified performance management as “it is a bunch of techniques and managerial behaviour calculated at explaining, promoting, measuring and enhancing the predicted performance of employees”. (Danish & Usman, 2010) assert that, regulating performance of employees creates an internal part of an organisation reveals how they regulate their human capital. Aside the similar lines, many writers (Danish & Usman, 2010); (Schulte et al., 2009); (Ostroff, 1992) asserted that there is an impact on the performance of employees since HR and PM schemes are integrated and form prominent impact on employee attitude and commitment. It is constant with the discovering of (Berger et al., 2015) who focused that, set of competencies are formed which is required by the organization because of performance management system which efficiently offer assessment for individual performance. The following is hypothesized.

H₃: there is a prominent impact of performance management on employee competencies.

Employee empowerment and employee competencies

For successful accomplishment, productivity, and growth in whatever business, empowerment is a prominent aspect and an important aspect (Hunjra et al., 2011). A motivated practice that goals to raise the performance through elevating the chances of emancipation and involvement in decision making is regarded as employee empowerment. In the middle of employee and top management, it is importantly worried with motivation, developing faith, decision making and clearing whichever boundary (Hanaysha, 2016a). The distribution of accountability from managers to other employee and providing an employee the authority to make decision which is the mechanism of empowerment (Alkahtani et al., 2011). The

autonomy required which making a decision, or enhancing intellectual capability, and through sharing knowledge is mostly understood as empowerment (World Health Organization. et al., 2020) (Rehman, 2012). (Hut & Molleman, 1998) instituted that to face any challenges or to strengthen its survival for long-term it is believed that organisation should provide a higher level of empowerment. Many organisations have noticed that employee empowerment is an essential contributor to success of organisation and viewed a direct impact on employee performance, organisational commitment, and job satisfaction (World Health Organization. et al., 2020). Earlier researches founded that there was a productive impact on job satisfaction by providing empowerment (Raza, Mahmood, Owais, & Raza, 2017) (Abouraia & Othman, 2017) and organisational commitment (Gholami et al., 2013); (Insan et al., 2013); (Hanaysha, 2016b). the following is hypothesized.

H4: employee empowerment is productively connected to employee competencies

Employee competencies and organisational effectiveness

Competitive abilities that an organisation can enhance to survive in a dynamic surrounding are employee competencies (Wright et al., 2001). (Baum & Frese, 2007) debated that employee's commitment, coordination, cohesion, communication, and development of accurate competencies are the condition on which the outcomes of anticipated strategies depend on. For the similar line, (Kehoe & Wright, 2013) asserted that, for the impactful organisational functioning, the contribution of enlarged commitment and competence of employees are essential as it drove the enhanced stages and quality of in-role and extra-role task efforts. There is linearity with the research of Nilsson and (Ellstrom et al., 2016) who focused that it is an opportunity for the employees to enhance their competencies that contribute in aggregate to firm performance since human resources development are enhanced. The following is hypothesized.

H5: there is a prominent effect of employee competencies on organisational effectiveness.

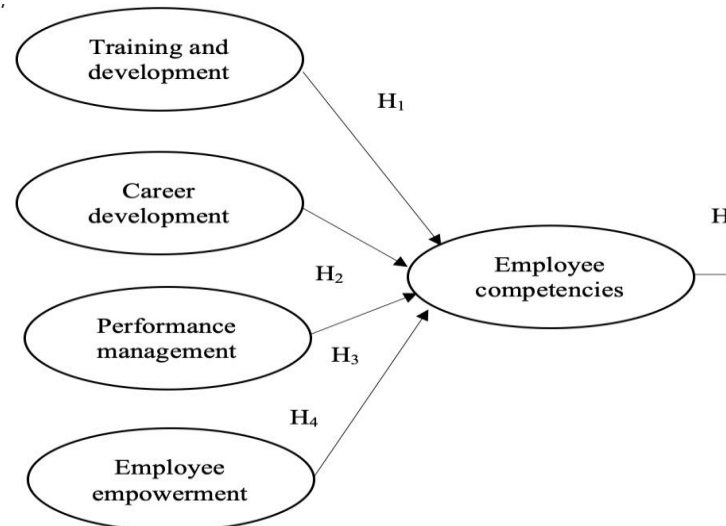


Figure 1. Hypothesized research model

Figure 1 shows the hypothesized research model which suggests training and enhancement, career development, employee empowerment, performance management, reward system are productively connected to the employee competencies in development of organizational effectiveness.

3. Methods

Study design, sampling and stats collection

To ensure any validity of whichever paper, choosing on the study technique for stats collections is very significant. In development of administrative efficacy in service industry in Delhi/NCR, the key goal is to study the impacts of training and enhancement, career involvement, performance regulation, worker empowerment, and awarding mechanism on employee competencies via this research. The employees from the service industry in Delhi/NCR is the targeted population mainly. The most broad and credited method for comprehending common correlations is quantitative methodology. The stats in this paper was received from 448 respondents via web questionnaire, from which a total of 400 respondents were recognized and get into the service industry and 347 respondents returned back with total needed data relating to a response rate of 86.7 %. The most adequate scheme to comprehend the direct and indirect connection amid various parameters and study how they can have impact on one another is in fact the quantitative approach. To measure the materials, a five-point Likert scale was utilized which varies from 1 "strongly disagree" to 5 "strongly agree". To make certain the face validity through requesting their perceptions and proposals, a last web questionnaire

was initially instituted to few masters from particular universities for same purpose.

Measures

Training: we adopted (Burke & Hutchins, 2007) and (Santos & Stuart, 2003) scales of effective application of training program to measure how effective training programs are implemented in this organization and accepted it to the present situation of the research. To enhance the employee's competencies through these program, objective aim of the scale was to discover the extent. The scale comprises of five items and its Cronbach's alpha is 94.

Career development: for the development of their careers and competencies and to measure the extent to which, the program, functions and assistance offered to the employees, we adapted organizational support from (Potnuru & Sahoo, 2016) and (Sturges et al., 2008) and accepted it to the present situation of the research. The five-item scale has a reliability (Cronbach's alpha) of 93.

Performance management: by adopting (Andrews et al., 2011) and (Fletcher & Perry, 2012) scales of performance management, a five item scale is developed to measure the effectiveness of performance management implemented in the organization. We enhanced the items corresponding to the present research and its reliability is 87.

Employee competencies: we measure five competencies which are mandatory to develop and to measure employee competencies: team competency, ethical competency, communication competency, change competency, employee self-competency, which were reported by (Potnuru & Sahoo, 2016). We utilized individual existing scales of every competence from literature, to measure employee competencies that develop OE, as there is no particular scale.

Employee's team competency is the ability, skill and intellectual to enhance, support and lead a team to accomplish aims. We have adapted the teamwork, self-efficacy advanced by (Alavi & McCormick, 2004) to measure the employee capability to enhance, support and lead a team, which measures employee effectiveness in the team settings. The scale comprises of 8 items which are advanced for the present study settings. The 8-item scale has a reliability of 81 (Cronbach's alpha).

Employee's change competency is the capability of the employees to perform effectively in the current surrounding, during the change and in the future state; have the all instruments and techniques to successfully regulate their personal transition through change. We adapted five items change connected self-efficacy scale advanced by (Ashford & Tsui, 1991) to measure the employees capability to change. Change connected self-efficacy can be specified as an employees perceived capability to perform well on the job in context of organizational change, in spite of desires of the changing work environment (Ashford & Tsui, 1991) (Jimmieson et al., 2004). The scale is adapted and advanced according to present study settings and its Cronbach's alpha is 88.

The ability to incorporate values and fundamentals that differentiate right from wrong is the employee ethical competence, when forming decisions and choosing behaviour (Potnuru & Sahoo, 2016). There were scales on ethical decision making (Sallis et al., 2008); (Dufrene & Glosoff, 2004); (Grandgirard et al., 2002) yet not on employee's ethical competence. The ethical decision-making scales measures if a decision is both officially and valuably approvable to a huge society or not but not employee's ethical competence. On the employee's capability to incorporate morals and fundamentals in each day assignments, we developed an ethical competence scale. Reviewing few managerial ethical decision-making scales which are appropriate for the current research, the items on the ethical competence was enhanced from ethical competence literature. Four doctoral students and one doctorate holder individually reviewed the items before utilizing this measure and the scale comprises of five items with reliability of 83.

According (Wiemann & Backlund, 1980) employee's communication competency is the capability "to select amid available communicative behaviour" to complete one's own "interpersonal aims during an encounter whereas balancing the profile and line" of "co-workers interactants within the constraints of the condition". We adopted Wiemann's interaction competency scale which comprises of 36 items and these are advanced corresponding to present study settings and produced five items. The five-item scale has a reliability of 86 (Cronbach's alpha).

By utilizing self-liking/self-competence scale (SLCS) employee's self-competency is measured which is developed by (Tafarodi & Swann, 2001). The scale comprises of 10 items in every measure of self-liking and self-competence, which are then sorted it into similar figure of emphatically and negatively worded items. We have chosen both positively and negatively worded self-competence items among them.

Organizational effectiveness: we have referred (Palacios et al., 2011) and (Rehman, 2012) measures of OE whereas it has few elements of the competing values approach (CVA) of measuring OE. The CVA emphasis on uniformity and productivity of the firm, adapt to altering business environment, workforce development, optimal utilisation of resources. The Cronbach's alpha of the scale is 85.

Employee empowerment: for successful achievement, productivity, and expansion in whichever business, empowerment is an essential aspect and mandatory. It is significantly worried with advancing faith, encouragement, emancipating in decision-making, and eliminating whichever limitations amid an employee and top management. A nine item scale to measure the employee empowerment in the organization is advanced through adopting (Gasasira et al., 2012) and its reliability is .77.

Furthermore, in this research, confirmatory factor analysis (CFA) was performed to assure construct validity. In order to ensure that the bunch of items which are presumed to measure a particular construct are measuring it without combining with the items of different construct, conducting CFA is very important. Aside, CFA can support convergent validity theories and make it probable to confront with whichever Multicollinearity problems. Utilizing AMOS 18, the execution of

CFA was accomplished on structural equation modelling, by the measurements model which consists of entire items. Since the values of entire factor loadings were documented amid 0.47 and 0.90, the findings shown that CFA was accomplished. This clearly reveals that total items accomplished the accurate cut-off value as proposed by (M. R. A. Hamid et al., 2011)

The next pace was to sketch the structural model and make sure that it has a better fit for the stats, after the measurement model achieved satisfactory outcomes of CFA. The model represented in figure 1 shows that the present structural model which consists of entire items acquired a reasonable fit to the stats as Chi-square value is equal to 1523. Other fit indices were also utilized to support the Chi-square (df = 390, GFI = 0.761, AGFI = 0.715, TLI = 0.863, CFI = 0.877, and RMSEA = 0.092). Commonly, it can be said that the model fits the stats well. Regression outcomes were produced from the outputs of structural model, to confirm the thesis which were represented earlier.

Analytical approach

Utilizing the statistical package for social science (SPSS) 23.0 and the Analysis of Moment Structure (AMOS) 23.0, the efficacy of the research model and hypothesis were examined. The researcher examined the measurement model in the two step. In first step, research model is tested. To established construct validity, the researcher examined the (a) relationship between the variables (b) and correlations among variables and in second step, overall model is tested.

4. Analysis of Results

Descriptive statistics

In table 2, the descriptive statistics calculations are provided. Each of the constructs is positively and significantly correlated to each other.

Table II. Descriptive and relation outcomes

| | Mean | SD | CD | PE | EE | EC | TD | OE |
|------------------------|------|-----|--------|--------|----|----|----|----|
| Career Development | 3.26 | .89 | 1 | | | | | |
| Performance management | 3.23 | .87 | .574** | 1 | | | | |
| Employee empowerment | 3.10 | .84 | .532** | .497** | 1 | | | |

| | Mean | SD | CD | PE | EE | EC | TD | OE |
|------------------------------|------|-----|--------|--------|--------|--------|--------|----|
| Employee competencies | 3.38 | .91 | .620** | .605** | .539** | 1 | | |
| Training and development | 3.35 | .92 | .717** | .650** | .569** | .697** | 1 | |
| Organisational effectiveness | 3.45 | .88 | .529** | .495** | .444** | .596** | .612** | 1 |

Note: ** denotes significance level of 0.01

Construct validity

According to Hamid et al., (2011), “construct validity is the extent to which a set of measure variables actually represents the theoretical latent construct those are designed to measure”. It is established in this research through giving the face validity, convergent validity, and discriminant validity. Through adopting the scales from the published literature, construct is validated by using face validity. The Cronbach α of the tool is 0.89 which reveals that the tool is reliable and appropriate. To calculate the convergent validity, discriminant validity and goodness of the fit, CFA (Confirmatory Factor Analysis) was utilized. Factor loadings (standardized estimates), average variance extracted (AVE) and composite reliability

(CR) are the three significant indicators of convergent validity. In table 3 the outcomes are given.

The systematized estimates of every construct are varying from 0.665 to 0.867 and are statistically significant (p-values). The average percentage of variation explained (variance extracted) among the items of a construct are varying from 0.547 to 0.655. According to (M. R. A. Hamid et al., 2011) a construct must have standardized loading estimates of 0.5 or higher and statistically significant; AVE of 0.5 or high recommend accurate convergence and reliability calculates of 0.5 or higher suggest good reliability. AVE and CR are all in the acceptable range which confirms the convergent validity.

Table III. Measurement Model Results

| Constructs | Labels | Estimate | AVE | CR | P value |
|--------------------------|--------|----------|-------|-------|---------|
| Training and development | TD1 | .801 | 0.647 | 0.901 | .000 |
| | TD2 | .832 | | | .000 |
| | TD3 | .769 | | | .000 |
| | TD4 | .836 | | | .000 |
| | TD5 | .781 | | | .000 |
| Employee competencies | EC | .800 | 0.655 | 0.904 | .000 |
| | EC | .823 | | | .000 |
| | EC | .850 | | | .000 |
| | EC | .736 | | | .000 |
| | EC | .832 | | | .000 |
| Employee empowerment | EE | .665 | 0.547 | 0.857 | .000 |
| | EE | .774 | | | .000 |
| | EE | .779 | | | .000 |
| | EE | .710 | | | .000 |
| | EE | .763 | | | .000 |
| Performance management | PM | .692 | 0.553 | 0.860 | .000 |
| | PM | .767 | | | .000 |
| | PM | .769 | | | .000 |
| | PM | .787 | | | .000 |
| | PM | .697 | | | .000 |

| Constructs | Labels | Estimate | AVE | CR | P value |
|------------------------------|--------|----------|-------|-------|---------|
| Career development | CD | .759 | 0.611 | 0.886 | .000 |
| | CD | .762 | | | .000 |
| | CD | .673 | | | .000 |
| | CD | .837 | | | .000 |
| | CD | .863 | | | .000 |
| Organizational effectiveness | OE | .716 | 0.654 | 0.904 | .000 |
| | OE | .867 | | | .000 |
| | OE | .833 | | | .000 |
| | OE | .797 | | | .000 |
| | OE | .822 | | | .000 |

Notes: AVE shows average variance extracted; CR shows composite reliability

Test of hypotheses

From the hypothesized research model, HDR interventions have some impacts on the organisational effectiveness and on the employee competence. Structured equation modelling (SEM) was utilized to examine the hypothesized research model. SEM is a powerful tool which measures the relationship between the constructs (Byrne & Whiten, 2009). Figure 2 illustrate structural model

in which results of beta coefficients and adjusted R² are provided. 76 per cent of variance of HRD interventions on employee competencies and 70 per cent of variance of these employee competencies on organizational effectiveness is described. Table IV presents the path's beta coefficients and its p-value. Findings indicate that all hypothesis are accepted and significant (p is less than 0.05).

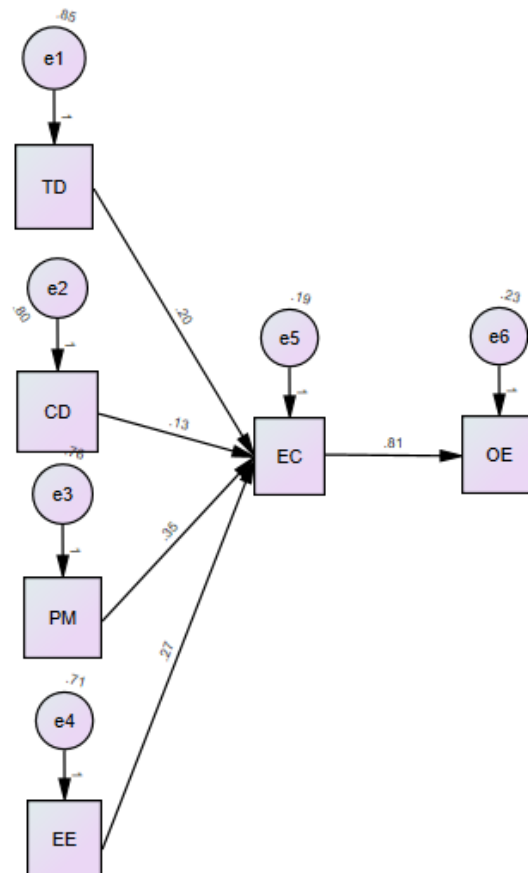


Figure 2. Structural Equation Modelling Result

Table IV. Path's beta coefficients and its p-value

| Relationships | | | Estimate | S.E. | C.R. | P | Remark |
|--------------------------|---|------------------------------|----------|------|--------|-----|----------|
| Training and development | → | Employee competencies | .204 | .026 | 7.979 | *** | Accepted |
| Profession development | → | Employee competencies | .130 | .026 | 4.945 | *** | Accepted |
| Performance management | → | Employee competencies | .354 | .027 | 13.150 | *** | Accepted |
| Employee empowerment | → | Employee competencies | .272 | .028 | 9.753 | *** | Accepted |
| Employee competencies | → | Organisational effectiveness | .813 | .042 | 19.503 | *** | Accepted |

5. Discussion and Conclusion

The study questions in the starting of the research became a base strength for our research. The initial aim of this research was to study the impact of HDR interventions on employee's competencies for organisational effectiveness. By revealing that there is an important impact of training and development on employee competencies, outcomes confirmed hypothesis H1.

Hence, our outcomes have validated the theories offered by the researchers (Zumrah et al., 2013) and (Garavan, Carbery, et al., 2012). There was a positive and significant relationship amid career development and employee competencies, which was predicated by our second hypothesis H2. Organisations that support individual career development has positive effect on the enhancement of needed employee competencies for the organisation was comprehensible from the outcomes, which supports aspects of (Dasar et al., 2013). There were similar outcomes by the third hypothesis H3, showing prominent and positive connection amid performance management and employee competencies, which is in line with researchers (Kareem & Hussein, 2013), (Ostroff et al., 2012) perspectives. There is a positive and prominent connect amid employee empowerment and employee competencies which was assured by the outcomes of the hypothesis H4. There is a positive and prominent connection amid employee competencies and organisational effectiveness which was assured by the outcomes of the final hypothesis H5. Therefore, verifies the presumptions of (Collings & Mellahi, 2009);

(Lewis & Heckman, 2006); (Garavan, Nilsson, et al., 2012); (Tarique & Schuler, 2010).

The research has calculatedly application for HRD and OE connection. Earlier validity and calculatedly research emphasised on plan and scheme, whereas our research focused on employees. The discovering of our research approves the calculated presumptions of Sung and Choi, (2014) and (Kehoe & Wright, 2013) that there is a productive connection in the middle of HDR interventions and employee competencies. Our idealize design is different in the mean that it factually validated the concept of employee competencies for organisational effectiveness proposed by (Potnuru & Sahoo, 2016). Hence, our donation to organisational effectiveness writing relies on factual examining of an empirical design. One of the prominent donations of the current research exists in mixing different pre-validated scale in the non-existence of only particular scale so as to measure employee competencies for OE. Therefore, through replying the study questions and factually examining the hypothetical design, we have faith that we have created a significant theoretical donation to the present HRD-OE linkage literature.

The outcomes have prominent applications for organisations. Competencies have become a core of role modern individual organisation across the globe. The five-important competencies validated in the research, have been discovered to be significant for enriching the effectiveness of the organisation. Hence, executives forming a structure for the enhancement of employee

competencies is significant. Secondly, the research proposes the HDR section may discover particular and concentrated training program to enhance employee competencies, making masteries in them which will enhance victorying organisation competing end. Thirdly, the research exhibits CEO's and high-range executives to emphasize on connection in the middle of the organisation and its employees with organisational support for career development, which in return can produce potential rewards by increased growth and business presentation. At last, the discovering proposes the HDR section that, HDR interventions may figure out in particular technique that an independent can present effectiveness and meet presentation suppositions by enhancing independent competencies, which will develop organisational competencies, which will develop organisational competencies, favouring in organisation effectiveness.

6. Limitations and Suggestions for Future Study

The information this research utilized are more likely to be the literature perspectives of the employers accounting to the research. In the context of (Hulme, 2014), subjective evaluation gained by various-item scales are in common non-bias linearity with objective measure, the variation amid views and objective stats may present. Additional researchers may concentrate on this region, utilizing objective measures. Second, as (Hagtvet & Benson, 1997) concentrates that, "validation is a subject of level not an all-or-nothing matter" and "forming validate construct is an ongoing techniques". The validity proof offered for employee competencies do not imply that it is the accurate tool. Additionally, theoretical examines and empirical researches are requiring to test the behaviour of the relative measure. Third, we may have involved further aims such as the developed competencies of employees will have an effect on employee capability, but our research initially focuses on competencies of employees for OE. We recommend that further study can contemplate this boundary as a void. Fourth, we tested only four HDR interventions, as these are the internal practices in the elected organisation, additional study may involve a wider level of activities.

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