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A Study on Executive Perception Regarding the Training and Development System of AAF India Pvt. Ltd. to Bommasandra

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Abstract: Organizational restructuring is the process of change of ownership or structural transformation of an organization through merger, take over and disinvestment for survival. After change of ownership, the new management should think about the workforce with respect to profit incurred by the organization. Organizational success after change of management depends on speed in decision making, greater flexibility, the dynamic nature of the roles and role relationship, cross functional integration, team based processes, thrust on innovation and all round emphasis on delivery of results. Human resource issues are influencing the success and stability of business in terms of profitability, survival, competitiveness, adaptability and flexibility. After restructuring of TTPS, the management had given extensive focus on value-based HR processes for development of people and contribution towards organizational excellence. Several measures have taken towards individual development such as: performance appraisal, training initiatives, and career development prospect. As a result of those measures, performance of the organization has improved significantly and employees became more committed towards organizational goal. The new work atmosphere along with emphasis on individual development has created amotivatedworkforceintheorganizationwhichhasturnedtheloss-makingunitintoaprofit-making one within a few years of time.
Keywords: Restructuring, Downsizing, Performance appraisal, Training initiatives, Career development.

INTRODUCTION

Corporate restructuring is broadly used to denote significant changes in the structural components of organizations through conscious management action. Bowman and Singh (1993) postulated that restructuring is aim data achieving personal, financial, strategic and /or operational objectives and categorized corporate restructuring into portfolio restructuring, financial restructuring and organizational restructuring. Venkiteswaran (1997) differentiates restructuring into external (asset-based / portfolio restructuring, financial / capital restructuring and changes in ownership structure) and internal restructuring (closure / sale for cost reduction and management / organizational). Organizational restructuring could be the way of changing the vision of the future, changing the corporate culture, changing the management style, etc. by changing competitive strategies or human resource strategies. Corporate restructuring is a structured procedure for identification of the measures which should be taken by the management of a work organization for optimization of the current and future efficiency, productivity and performance of the unit and improving its world image. Organizational restructuring could take the shape of restructuring of the structures or it could be in the form of restructuring of operating practices. There structuring of operating practices could take place in the tasks in the areas of administration, marketing, production, finance or human resources (Mattoo,1998). Organizational restructuring is the process of making structural changes through leanness, delayering, downsizing, decentralization, autonomy, team working and flexibility. The wide spread adoption of these strategies may therefore be taken as evidence towards the adoption of a universal approach to structuring the organizations. Organizational restructuring has been the process of change of management or adoption of technology or change in human resource management strategies of the organizations in order to compete in the era of globalization, deregulation and technological advancement.

There structured organizations should redesign the HR strategies for optimum utilization of human resources toward achievement of organizational objectives and goals. HR strategies must cover human resource interventions like re-training and redeployment, performance management system, teamwork, individual commitment, motivation and stress reduction, labor management cooperation, etc. (Dessler, 2000;Kochar,2003). The corporate bodies are making restructuring in the area of human resource management by reducing the surplus work force. Various strategies, implemented by the corporate bodies for leanness of organizations is down-sizing, de-layering and out sourcing. For retention of knowledge and skill workers, the management should adopt the measures like redesigning of jobs, skill development, fair compensation and career advancement.

BACKGROUND

Many organizations started to restructure and downsize their internal operations as a strategic policy decision to cope with the intense competitive pressures (Andrews, 2001; Fisheretal.,2004) in the post liberalization, privatization, and globalization era. McKinley and Scherer (2000) suggested that organizational restructuring produced the un-anticipated consequences of generating cognitive order for executives in turbulent environments and contributed to long-term environmental turbulence at the environmental level. Better earnings and improved competitiveness should logically lead to better financial performance and drive the stock prices upward. However, the intended benefits of restructuring, such as productivity improvement, cost reduction, increased share holder value, or a better alignment of the organization with a changing environment, are not always realized (Bowmanetal.,1999). Cascioetal.,(1997) examined the effectiveness of organizational restructuring in its ability to deliver the intended objectives of improved financial performance. It seeks to firstly address the social impact of organizational restructuring by focusing on its impact on trust among employees and their work satisfaction and secondly, to examine antecedent factors in the work environment that contribute to work satisfaction and trust. Organizations routinely displace and hire large segments of their work forces in a permanent restructuring process (Mckinley and Scherer,2000). Faced with more competitive markets and greater demands on costs control, companies are taking the fast track to cost-cutting by downsizing, reorganizing their divisions, streamlining their operations, and closing down unprofitable divisions.

Organizational restructuring has been, and will continue to be used a Saturn around strategy to control costs and to realign internal structure to meet changing environmental conditions. It is the process of change of ownership of an organization through merger, take over and disinvestment. After change of ownership, the new management should think about the workforce with respect to profit in cured by the organization. For better prospects of the firm, the management develops proactive HR strategies in the areas of training and development, reward and remuneration system, performance management, motivational aspects, interpersonal relations, employee empowerment, union-management relations, downsizing and outsourcing of employees in non core activities. Organizational restructuring is a process to increase the efficiency and effectiveness of personnel through significant changes in the organizational structure. In general it involves the process of change of management or technology or the process of managing labor redundancy (Reutner,1993).Organizational transformation is necessary for the improvement of firm's performance. Organizations could no longer offer job security and rather they implement programmes to help employees to adjust and manage the changes. These measures must be taken during the transformation process such as career management, skill based training, change management seminars, communication of organization's current conditions and future prospect to employees and educating employees about the new employment contract. Downsizing and redundancy are expected to improve productivity, effectiveness, efficiency and competitiveness and thus organizational performance (BurkeandCopper,2000). The need of all round development in human resource management practices is there due to structural transformation of organizations. The organizations should change the HR strategies keeping in view the continuous improvement of employees through training and retraining programmes, empowerment and involvement of employees, team-work and joint decision making, communication of vision and mission of the organization to employees and proactive management (Sodhi, 2000).The success of an organization after the change of management depends on speed in decision making, greater flexibility, the dynamic nature of the roles and role relationship, cross functional integration, team based processes, thrust on innovation and all round emphasis on delivery of results (Nair,1998).

REVIEW OF LITERATURE

Organizational restructuring is a worldwide phenomenon in which transformation of business activities is quite common for survival in the highly competitive global market. Various forms of organizational restructuring such as mergers, acquisitions and take over's, disinvestments, strategic alliances, etc., a requite common in Indian context. Research findings (Bowmanet al., 1999; Markides and Singh, 1997; Khandwalla,2001) have covered the phenomenon of building sustain able organizations through organizational restructuring. Survival of the organizations after restructuring depends on effective utilization of existing work force in a significant way. There structured organization should develop and implement proactive human resource and industrial relations strategies with respect to right man in right job, training and re-training, Individual career development, performance evaluation and feedback to employees in right time, employee empowerment and involvement, better union management interaction, etc. (Kayand Mike, 2000 ;Rao,2001; Westonetal., 1998). Organizational transformation has definite impact on human resource sub-system and interventions.

All strategic measures like right-sizing the organization, continuous training and development to fall employees for performance and effectiveness, enhancing flexibility and versatility of man power, maintaining and promoting harmonious employees relations, performance based reward system, continuous improvement of processes for greater responsiveness are aimed at maximizing the contribution of employees and directing them towards the achievement organizational goals (Sinha,1998; Srivastavaetal.,1998; Greer,2001; Kalra,1999). The organizations have gone for changes in the areas of technology, investment and human resource in order to survive in the global competitive market. For better performance of the business units, they are adopting strategies like downsizing or right-sizing, delayering, redesigning of jobs, continuous improvements, employees training for multi skilling, caring for motivational aspects of employees (Hussey, 1996). Various OD and HR interventions which are quite essential for the restructured organizations in the present day practices of privatization, merger and take over are flatter organization, right-sizing, painless employee separation, out sourcing of non core activities, cross functional teams and individual importance which help the organization in the highly competitive age. Again HR interventions such as continuous training for all employees, transparent and comprehensive performance appraisal, competency mapping, employee empowerment and involvement, reward for employee suggestions, career development and succession planning and proper administration of welfare measures are helping the organizations for achieve the organizational goal (Acharya,2002; Casio and Serapio,1993; Abrol,1995). Restructuring of human resource management practices is important for success and development to organizations. The management should develop and implement adequate HR strategies such as empowerment, joint decision making, continuous improvement of knowledge and skills of employees, quality circles, total quality management, performance rated pay, multiple skilling, etc., for the optimum exploitation of the existing manpower (Saini, 2000;Kohli,1996;Storey,1993). The proactive role of human resource professionals towards goal attainment after structural adjustment to organizations should be based on sound human resource policies which should focus on trust, openness, equity, consent and consensus than those based on hierarchical control and direction. Say for people at all levels in jobs, developing objective performance review and management system, team work, retraining, multi skilling and rewards at the shop level (Venkat Ratnam and Srivastava,1991; Monappa and Engineer,2003). The structural adjustment process will be successful only when then owner/management takes effective measures for re-designing of jobs, adoption of new technology, motivation of workers, multi-skilling of employees and proper employee redundancy strategy (Guha, 2002; Singh,2001). Organizational restructuring is a complex and multi dimensional concept which covers the drastic changes, made in technology, investment, business process in general and human resource function in particular. Organizational transformations are carried out through merger, take over, privatization, disinvestment, etc. The updated strategies for human resource management which help the business units in a significant way for optimum and effective utilization of its human resource in the competitive scenario are training and retraining of employees, proper performance improvement, employee counseling, performance based pay and allowances, adequate reward system, employee empowerment and involvement, employees welfare.

OBJECTIVES

In view of the above, the present study sets following objectives:

- To identify competency gaps and bridging such gaps through appropriate training and developmental programme;
- To analyze rationality of career development initiatives exclusively meant for employees; and
- To analyze the impact of HR processes for development of people on plant performance during post-restructuring period.

RESEARCH METHODOLOGY

The present study is an empirical one and considers Talcher Thermal Power Station (TTPS), a Unit of NTPC as an appropriate case for this purpose. The research methodology consisted of four components such as research design, data collection, data analysis and interpretation. To establish the framework of the study primary data as well as secondary data was collected. A structured schedule containing 21statements administered among the respondents for collection of primary data is as curtained by a five-point scale such as strongly agree (5), agree (4), undecided(3), disagree(2) and strongly disagree(1). Opinions of 150 respondents (executives and non-executives) were collected from the said unit. A random sampling method was adopted for the study and target respondents were selected for different cadres of executives and non-executives. The schedule used for the survey was framed to address four broad areas of concern i.e., performance appraisal, training initiatives, career development, and plant performance after restructuring. Methods of direct observation and informal focused group discussion with the employees were also followed to know their feelings. The responses were recorded and systematically analyzed so as to help draw a clear picture on the study.

EMPLOYEE DEVELOPMENT INITIATIVES AND PLANT PERFORMANCE

Talcher has the pride of being the location of Orissa's first thermal power station and also one of the oldest power stations of India. Talcher Thermal Power Station (TTPS) within an installed capacity of 460 MW was built in two stages. The stage - I having the installed capacity of 250 MW which comprised, of four units of 62.5MW each setup by Government of Orissa. These four units were commissioned during 1967 - 69 and their capacity was augmented by another 220 MW through expansion programme under stage-II. These two units comprising of 110MW, each was commissioned during 1982 - 1983. Thus the capacity was increased to 470MW. TTPS was taken over byNational Thermal

Power Station (NTPC) on 3rd June,1995 and at present it is one of the units of NTPC.
After restructuring of the plant, the management of TTPS/NTPC adopted several human resource strategies to make the employees more efficient, to increase the production target and to make the organization profit making. After restructuring of TTPS, the new management has taken effective measures for the modernization of the plant by installing ophisticated technology in order to improve the productivity of the plant. Again, for effective utilization of existing work force the new management had given emphasis on human resource development through employee straining and re-training, performance appraisal, career development, etc. Some of the value-based HR processes for development of people owing to restructuring of the organization are as follows:

- **Performance management**

The immediate supervisor of each department determines the relative worth of each individual employee with respect to his/her job. The supervisors intimate about performance of each individual to the respective head of departments. The process of appraisal is based on work planning and reviews where an employee is evaluated against the performance norms. This system is the determination of performance norms and targets, which form the basis for arriving the annual assessment. Individual tasks are set and reviewed on a monthly basis, as far as possible. Periodic reports on performance for each employee correlated and form the basis for arriving at the annual assessment. TTPS has introduced the performance management system instead of performance appraisal system, in the year 2004. Under this system, the evaluating authority is above the rank of Manager for each department. The corporate office of NTPC has prepared a "Key Performance Area" (KPA) directory in which key performance areas of each job is determined. The actual job performance of each individual is compared with the pre-determined performance standard of that job of the KPA directory and the performance of each individual employee has been determined. Emphasis on training Employee training is the process in which where people learn to upgrade their skills, knowledge, attitude and behavior needed in order to perform their jobs effectively. So training normally concentrates on improvement of either operative skill, decision-making skill or a combination of these. At TTPS, training department circulate the "need analysis form" to all the employees through their respective HODs. These forms are filled up by the concerned employees in which they want to be trained, which they handover to their respective reporting officers, who after indicating their observations send these application forms to the concerned reviewing officers. There viewing officers give their recommendations and forward them to the training department. The training department prepares a summary of training needs and based on that summary a training plan is prepared. Since 1996, TTPS has been conducting several training programmes for employees and supervisors basically on technical aspects, team efforts and joint problem solving, inter personal skills, behavioral modification, etc.(Table1).

Career development prospect

With a view to encourage the employees to upgrade their professional knowledge to keep up with the requirement of the company, a programme has been

Table1: Organization of training programmes

Year	Workers		Supervisors			
	No. of Programmes	No. of Participants	No. of Programmes	No. of Participants	No. of Programmes	No. of Participants
1996-1997			3	65	2	8
1997-1998	7	170	3	12		
1998-1999	5	200	5	15		
1999-2000	3	120	3	18		
2000-2001	8	240	2	16		
2001-2002	10	350	1	6		
2002-2003	12	360	3	12		
2003-2004	4	160	2	10		
2004-2005	5	165	3	12		
2005-2006	6	170	2	4		

2006-2007	5	150	-	-
2007-2008	5	140	-	-
2008-2009	6	120	-	-
2009-2010	4	130	-	-

Formulated named as'employees development programme'. The prime objectives of the employees development programme are: to upgrade the competencies of employees matching with the organizational requirement, and to encourage employees to pursue an academic course relevant and meaningful to their job and career at the work place itself. The various employees' development programmes which are facilitated by TTPS are as:

- For diploma holders the company provides an opportunity to enable them to acquire B.Sc. Degree in Power Engineering through correspondence course in association with Birla Institute of Technology and Science, Pillani. For this programme, the company pays 70% of the total course fee.
- At present in TTPS around 15-20% of the employees have educational qualification, below 8th standard. To provide them education, at least up to 8th standard, company provides them class room coaching in association with the town ship DAV Secondary School. For this programme the company bears all the expenses.
- In case of TTPS, promotion of employees is done by the department promotion committee, which is constituted by the heads of all departments with officer in charge establishment. The list of workers on seniority-cum-merit for promotion is forwarded for General Manager's approval (Table2).

Performance standard

The plant performance is measured by Plant Load Factor (PLF) which indicates the efficiency of the plant.

Table2: NTPC's promotion policy

	Category	Eligibility Period
1	SUPERVISORS All grades (except S4) S4	 3 Years 4 Years
2	WORKMEN W0 W1 - W3 W4 & above w4	 10 Years 5 Years 4 Years

Other performance indicators are Auxiliary PowerCons., Specific OilCons, and Heat Rate. Before restructuring of the Plant, PLF was 20 percent, whereas the same was 92.68 percent in the year2008-2009 and 90.87 per cent in 2009-10 which is quite amazing. It was cleared that the PLF increased from 28.07percent to 90.87percent during a period of 15years while the other parameters like Aux. PowerCons., Sp. Oil Cons. and Heat Rate all had seen a decreasing trend which is the indicator for the better performance of the plant after being taken over by NTPC. TTPS has given proper emphasis on individual Employee development and due to the combined efforts of management and workers, productivity increased from 1134.31 MU to 3661.87 MU during the period 1995 to 2010 (Table3) which reflects the plant performance after restructuring.

DISCUSSION AND FINDINGS

After restructuring of TTPS, the management had given extensive focus on value-based HR processes for development of people and contribution towards organizational excellence. Several measures have been taken towards individual development such as: performance appraisal, training initiatives, and career development prospects. As a result of those measures, the performance of the organization has improved significantly and employees became more committed towards organizational goal. The degree of efforts given by the management for survival and sustain ability of the organization in the post-restructuring period is evidenced from the following measures:

Table3: Generation of electricity in million mega units

Year	Power generated in MMU
1995-1996	1134.31
1996-1997	1548.66

1997-1998	2096.72
1998-1999	2248.52
1999-2000	2323.28
2000-2001	2488.67
2001-2002	2465.61
2002-2003	2254.40
2003-2004	2738.94
2004-2005	3056.54
2005-2006	3589.83
2006-2007	3550.15
2007-2008	2658.62
2008-2009	3734.74
2009-2010	3661.78

1. PERFORMANCE APPRAISAL

Performance management is the integrated process of objective setting, appraisal and pay determination which supports for achievement of company's business strategies (Williams,1998). The performance of individuals and groups should be evaluated in relation to the vision and strategy, and such individual performance should either directly or indirectly support their achievement (Rummler and Brache,1990). A well formulated appraisal system assists in the clarification of job profiles, the communication of expectations, the sharing of performance feedback, and the diagnosis of performance-related problem situations (Simons,2000). Decisions about the state of a given performance factor are made on the basis of performance indicators. Performance appraisal is the key component of human resource management system which is carried out for the effectiveness of human resource practices like employees training, promotion, wages and incentives, rewards and recognition, etc. The management of the organization has followed the corporate guidelines while appraising the individual performance with respect to their jobs. The satisfaction level of the respondents with respect to the existing performance appraisal system is presented in table 4. There is no significant difference of opinion among both categories of respondents on performance appraisal as the value of F=7.76(á=.01) is less than the critical value. They admit that this system has helped improve employees' performance and recognition of their potential as the correlation coefficient (r=+0.80).

2. Training initiatives

Even though human resource development makes active use of terms such as skills, capability and competence, the distinctions between the terms are very clear. Skills have been defined as specific expertise that can be taught and that is applied in actual job assignments. Capability has been defined as the ability to apply skills and competencies in particular contexts in such a way that value added is perceived to be produced (Hogan and Warrenfeltz,2003; Jackson etal., 2003). In its broadest sense, competence refers to the sum of experiences and knowledge, skills ,traits, aspects of self-image or social role, values and attitudes a person has acquired during his/her life time (Parry1996; McLagan1998). For effective utilization of man power, the organization regularly conducts internal and external training programmes in each calendar year since taken over. It has been a part of modernization programme by TTPS/NTPC which ensures development of each individual employee to acquaint himself with the adopted technology and work culture. The opinion of the executives and non-executives on training initiatives taken by the organization is illustrated in table5. They are quite satisfied with the training programmes, training need assessment, feedback as well as the equipments and systems of training which is visible from the table. The average mean responses of the non-executives and executives are 3.90 and 4.29 respectively which reflects well acceptance of such initiatives. The correlation coefficient (r=+0.50) and F=1.21(á=.01) which will confirm that the management is always careful about employees training needs and effectiveness of training programmes which satisfy the trainees.

3. Career development

TTPS has initiated several educational measures for development of the workers, supervisors and executives with respect to their individual jobs and quality of life. The organization has time bound promotion policy which motivates the employees. The management is very careful about career development of its employees. Along with regular training for skillup -gradation, they help employees to go up in the ladder through a transparent unbiased promotion system. As is observed from table 6, the response of non-executives and executives (avg.mean response 4.09 and 4.43 respectively) are highly positive in this regard. As opined by the respondents, the superiors were very much caring towards subordinates' career development and they play the advisory role towards this direction. The correlation coefficient (r=+0.70) and the value of F= 5.04 shows that TTPS is very much careful about career development prospects of its employees.

Table4: Views on performance appraisal

	atives (N =			ecutives (N =			- value = .01)
	Mean	S. D.	Cronbach Alpha	Mean	S. D.	Cronbach Alpha	
Standard appraisal methods	3.66	.854	.720	4.27	.412	.790	7.76
Awareness of individual potential	3.49	.781		4.33	.500		d. f. (4, 4)
Appraisal is free from biasness	3.43	.860		4.23	.458		
Encouragement by the management	3.93	.800		4.37	.447		
Discussion of supervisors with the employees	3.67	.990		4.40	.490		

S.D.– Standard Deviation, Correlation coefficient (r)=+0.80, Avg.mean response (non-executives) = 3.63, Avg. mean response (executives) = 4.32, Critical value of F(4,4)=15.98.

Table5: Emphasis on training

Variables	Response of Non-executives (N = 120)			Response of utives (N =			- value = .01)
			Cronbach Alpha	Mean	S. D.	Cronbach Alpha	
Imparting training to employees	3.80	.917		4.10	.648		
Training programmes are need based	3.85	.860		4.30	.583		
Timely identification of training needs	4.11	.624		4.50	.616		
Well competent trainers	3.89	.748		4.20	.656		1.21
Well equipped training centre	3.84	.889		4.17	.557		d. f. (7, 7)
Out-house training programmes	4.05	.574		4.26	.616		
Increased level of competence and decision making ability	3.92	.714		4.43	.529		
Proper feedback on job performance	3.75	.911		4.36	.748		

S.D.–Standard Deviation, Correlation coefficient(r)=+0.50,Avg.meanresponse(non-executives) = 3.90, Avg. mean response (executives) = 4.29, Critical value of F (7,7)=6.99

Table 6: Career development measures

:s	Response of						
				Mean	S. D.	Cronbach Alpha	
Proper career plan	4.10	.640	0.760	4.63	.510	0.815	5.04
Communication of existing vacancies	4.01	.843		4.43	.693		
Sound promotion policy	4.21	.640		4.53	.529		
Informal advice of supervisors	3.99	.781		4.10	1.01		
Acquiring of higher vocational degree through workers development programme	4.12	.678		4.47	.469		

S.D.–Standard Deviation, Correlation coefficient(r)=+0.70,Avg.meanresponse(non-executives) = 4.09, Avg.mean response (executives) = 4.43, Critical value of F(4,4)=15.98.

1. Plant performance after restructuring

After modernization of the plant, its performance has seen continued increasing trend and has reached a satisfactory level. This is due to the joint efforts of both the management and workers as they have realized that their existence depends upon the survival and growth of the plant. In order to achieve the target, the management takes effective measures such as standardization of the jobs along with continuous dialogue with workers. This is justified with the responses of the non-executives and executives as reflected in table 7. From amongst the respondents, large majority of executives (average mean 4.07) and non-executives (average mean 3.74) have agreed on increasing organizational performance. As they viewed (r=+0.50), it is due to regular discussion of management with workers on performance and also due to standardized jobs.

Table7: Perceived views on plant performance

bles	Response of :xecutives (N = 120)			:cutives (N = 30)		
				Mean	S. D.	C. V. (%)
Regular discussion with workers for target achievement	3.61	.819	22.69	3.93	.539	13.72
Standardization of jobs	3.57	.917	25.69	4.00	.447	11.18
Increasing trend of plant performance	4.05	.500	12.35	4.30	.458	10.65

C.V.–Coefficient of variation, S.D.–Standard Deviation, Correlation coefficient (r) =+.50,Avg. mean response (non-executives) = 3.74, Avg.mean response (executives) = 4.07.

On the basis of above analyses, the following research findings appear to have been established:

- Performance appraisal is a guide for effective HR practices such as training, promotion, succession planning, rationality of existing salary structure, rewards and recognition, etc.
- The management of TTPS/NTPC
- Is following the corporate guidelines while appraising the individual performance with respect to their jobs. This takes place with utmost care and respect for individual employees of the organization.
- The attempts made by TTPS towards appraisal of individual employee performance are quite appreciable. Initiatives really enhance employees' competence and level of confidence with respect to their respective jobs.
- To upgrade the skills of workers, after restructuring, regular in-house and out-house training programmes are being

conducted up to the satisfaction of employees.

- The management is very much careful on career development of employees not only through a transparent time bound promotion policy but also by initiating various vocational educations/training programmes for them. After change of ownership along with modernization of TTPS, it has been seen that the workers have been more responsible, loyal, self-regulated, and committed to their jobs as they perceived survival of the organization will depend on them and every success of the organization is their own success. After restructuring, performance of the plant has improved satisfactorily and this is due to the coordinated human efforts (Figure1).

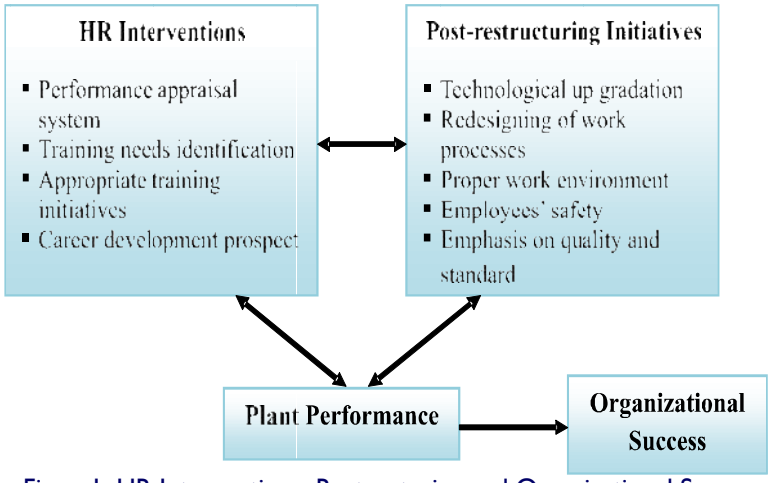

Figure1: HR Interventions, Restructuring and Organizational Success

CONCLUSION

In the post LP Gera, organizational restructuring is the most common practice of the Indian Industries for their survival. Organizational restructuring is the process of structural transformation towards goal attainment. Human resource issues are influencing the success and stability of business in terms of profitability, survival, competitiveness, adaptability and flexibility. Hence organizational restructuring with respect to human resource is successful only when the organization takes a good look at the HR practices such as working conditions, occupational health and safety, performance appraisal, employees' training and retraining, career development, proper communication, employee empowerment and involvement, quality of work life, etc. It is observed that the overall restructuring process, along with plant modernization, has been successful due to sincere efforts of the management and whole hearted cooperation of workers. The new work culture, empowerment and involvement of employees, human resource development initiatives, better quality of work life, encouragement by the management has brought the change in the mindset for which the same work force of a loss-making PSU has been excelling through their commitment and sincerity. The new work atmosphere along with emphasis on individual development has created a motivated workforce in the organization which has turned the loss-making unit into a profit-making one within a few years time. The credit also goes to the workers who have adopted the new owner and the changed system and accepted the new responsibility as a part of their progress.

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