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A STUDY ON HUMAN RESOURCE DEVELOPMENT CLIMATE

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ABSTRACT

The present study was undertaken to examine the nature of HRD climate as perceived by employees in KCP limited, Cement Division, the sample of respondents who include Managers, Supervisors and Workers were chosen for the study. However to attain the objectives of the study, the HRD Climate Survey was administered to the sample population Results which revealed that the overall HRD Climate in the organization covered under study was satisfactory. In addition significant opinions of employees were also observed with respect to questionnaire and implications of results of the study are explained.

KEY WORDS: HRD Climate, KCP Cement, Banking Business, Financial Resource, and International Aid.

INTRODUCTION

The Human Resource of an organization must be best managed for its development and success. In this context, human resource management has been defined as “the total knowledge, skill creative abilities, talents, attitudes, and beliefs of the individuals involved” (Magginson Leon C. 1977). Thus, human resource management is a long-term perspective and a development function.

Human Resource means employees in organization, who work to increase the profit for organization. Development is acquisition of capabilities that are needed to do the present job, or the future expected job. After analyzing Human Resource and Development we can simply state that, Human Resource Development is the process of helping people to acquire competencies. Climate is an overall

feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders.

NEED FOR THE STUDY

Private sector undertakings the main objective is to make profits. Even though various reasons have been attributed to the poor performance of the private sector undertakings, one of the main reasons stated is the poor HR Practice and non-involvement of their human resource. It is said that in a developing country, such as India, the work force is not educated enough and hence the managements of these organizations find it difficult in getting their objectives accomplished through their work force. Against this backdrop, this study analyses the extent of the contributions of human resources to the performance of the private sector undertakings. This study also examines whether human resources of an organization are better developed and utilized for the success of the organization. If it is not properly used, the management of the organization must take suitable steps to develop its human resources to make the organization successful.

EARLIER STUDIES

Solkhe and Chaudhary (2011) conducted another empirical investigation examining the three components of HRDC. The result from their study shows a reasonable level of development orientation, trust and freedom of expression, healthy interpersonal relationship and openness. However, employees are not satisfied with promotions decisions within the company.

Saraswathi (2010) assessed the extent of Developmental climate prevailing in manufacturing and software organisations in India. He found that the three variables: General Climate, HRD Mechanisms and OCTAPAC culture are better in software organizations

compared to manufacturing. The findings also indicate significant difference in the developmental climate prevailing in software and manufacturing organisations.

Saxena and Tiwari (2009) did an empirical study of HRDC in selected public sector banks. Their study showed that the HRDC in the public sector bank is average. They also found no difference in the perception of the employees on the basis of gender, qualification, designation but the perception of the employees differs on the basis of change.

Srimannarayana (2007) assessed the prevailing HRDC in Dubai organisations based on the responses of executives. He concludes that the climate is at an average level. The study also revealed that HRDC in banking business is higher than the other businesses. HRDC is higher in the insurance and shipping useness than in tourism, food and trading organisations when compared to banking, insurance and shipping organisations.

Vijaya Banu C (2007) To survive and excel in the new economy, the HRD climate is of crucial importance to the Indian public sector organizations. The human resource of an organization must be best managed for its development and success. The economic development of a country can be achieved through exploration of natural resources, availability of physical and financial resource, and international aid. However, none of these factors is more significant than the efficient and committed manpower of the country. The study ascertains the relative importance of HRD climate for the success of the public sector undertakings.

ORGANISATION UNDER STUDY

The KCP group of companies had its beginning in the year 1941. It started with a single co-operative sugar factory in the state of Andhra Pradesh. Later the KCP group has

diversified into cement and Heavy engineering. The KCP Cement Division went operational in 1958 and India's first dry process kiln. The company sells its products under the brand name of KCP Cement, Total capacity of KCP cement is 4,50,000 tonnes per annum. The cement goes for housing purpose 20 percent; for infrastructure is 20 percent and for industry/ other purpose is 60 percent. KCP achievements since 1994 ISO 9002, significant Customer is Nagarjuna sagar Dam built with 1.34 million metric tons of KCP cement.

VISSION OF THE COMPANY

- ✧ To attain leadership in the cement technology
- ✧ To encourage the use of environment friendly practices in production, and
- ✧ To make available cement at affordable prices to the common man.

MISSION OF THE COMPANY

The Mission of the company as pronounced by its Management is: To produce and sell cement to the public, at reasonable prices and to develop the business in the state by creating direct and indirect employment opportunities.

OBJECTIVES OF THE STUDY

- ✧ To study the General climate in an organization.
- ✧ To analyse the OCTAPACE culture openness, collaboration, trust, authenticity,
- ✧ Proactivity, autonomy, confrontation and experimentation.
- ✧ To study the HRD mechanisms in an organization.
- ✧ To suggest measures to improve HRD climate in the organization.

METHODOLOGY

KCP cement limited where the present study was undertaken one of the major private sector unit in Guntur District, Andhra Pradesh. It is an export quality cement organization which caters to the needs of customers.

SCOPE OF THE STUDY

The scope of study is limited to the KCP cement limited, cement manufacturing unit at Macherla of Guntur district, Andhra Pradesh.

SAMPLE SIZE

As the size of the universe of the study is 810 employees, sample was decided to be 160 (20% of the universe). Thus, the sampling technique used in this study is stratified random sampling and simple elements have been selected from all departments of the unit.

SAMPLING TECHNIQUES

The employees of the organization have been classified into three categories, namely, Managers, Supervisors and Workers.

PRIMARY DATA

The primary data are collected fresh and for the first time, and thus happen to be original in nature. The primary data for the study have been collected with the help of a questionnaire.

ANALYSIS AND RESULTS

The HRD climate survey developed by Rao and Abraham (1990) was used in the present study. The HRD climate of the organization can be assessed by getting the opinions of its employees on statements describing HRD aspect. For this purpose, 16 statements were designed and the opinions of the employees on each statement were obtained with the help of a questionnaire.

The questionnaire used a five-point scale and for each statement the respondents were asked to assign rating on the five-point scale as felt by them at the time answering.

Table 1-The rating pattern is as follows:

Sl.No.	Choice of Response	Rating
1	Almost always true	5
2	Mostly true	4
3	Sometimes true	3
4	Rarely true	2
5	Not at all true	1

In HRD climate survey, A weighted average mean score for each item ranges from 1 to 5, where weighted average mean score of 1 indicates an extraordinarily poor climate and 5 indicates extraordinarily good HRD climate on that dimension. These scores are almost never obtained by any organization. Weighted average mean score around 3 (between 2.5 and 3.5) indicates an average HRD climate on that dimension giving substantial scope for improvement. While weighted mean score around 4 is indicative of a good HRD climate where most employees have positive attitudes towards HRD policies and practices, weighted average mean score around 2 (between 1.5 and 2.5) indicates a poor HRD climate on that dimension. The same interpretation applies to the overall mean score across all statements.

For example of the 200 sample respondents, it is assumed that 60 of them felt the statement-‘Almost always true’. 50 of them felt the statement -‘Mostly true’. 40 felt the statement -‘Sometimes true’. 30 felt the statement-‘Rarely true’. 20 felt the statement -‘Not at all true’. These numbers are multiplied

with their corresponding weights viz., 5, 4,3,2,1. Then it is divided by total number of sample respondents who constitute 200. In short the calculation in simple terms can be expressed as follows.

$$\frac{60 \times 5 + 50 \times 4 + 40 \times 3 + 30 \times 2 + 20 \times 1}{200}$$

$$\frac{300+200+120+60+20}{200}$$

$$\frac{700}{200} \quad \text{Weighted average} = 3.5$$

STATISTICAL TOOLS

For analyzing the results of the HRD Climate Survey; 16 Statements weighted average, corresponding percentage scores and overall mean score were also calculated to know the nature of HRD Climate in the organization. After tabulation and the calculation of weighted averages for each table separately the same have been presented.

Table 2: Overall HRD Climate in the Organization

Statements	Mean scores	percentage
1	2.25	31
2	3.37	60
3	3.04	51
4	3.58	65
5	4.05	76
6	3.33	58
7	2.24	31
8	3.30	58
9	2.62	41
10	3.52	63
11	3.65	66
12	3.27	57
13	3.12	53
14	3.37	60
15	3.52	63
16	3.33	59
Overall Mean Score = 3.22	Overall Percentage = 56	

Note: Statement-wise Mean Scores, respective percentages and overall Mean Score and Overall percentage.

It can be observed from the above table, overall mean score of 3.22 indicates that the overall HRD Climate in the Organization is satisfactory and it can be said that the HRD Climate can facilitate for the more effective implementation of HRD programmes.

FINDINGS

1. Some of the employees are not happy with the performance Management system practiced in the organization. Lack of a scientific system for assessing the performance gap of the employees is emphasized by the respondents. There are no direct measures available in the organisation to recognize their personal initiatives.
2. The process of training and development programmes is another area of concern among the employees. Respondents expressed that those with genuine need and interest to attend training are not getting opportunities because of their work responsibilities.
3. Motivation is considered as another area for improvement by the respondents of the study. Performance related rewards could provide adequate recognition to the personal initiatives.

4. Employees participation in Managerial Decision-Making is essential because preparation for facing the future challenges and to achieve the organizational goals. There is a need to welcome all employees to these changes without any resistance, it implies that more proactive.
5. Majority of the respondents are highly dissatisfied with facilities such as subsidized canteen, productivity-linked annual bonus and educational facilities provided by the organization.

SUGGESTIONS

1. Training needs is identified through discussions with departmental heads supported by appraisal reports and also discussions with individual employees. After, employees are identified and are sent for training.
2. A scientific system of appraising the performance of employees should be introduced in the organization. The scientific system of appraising the performance should be based on identification of key performance areas

(KPAs), and the qualitative and quantitative requirements of the job should form the basis of appraisal. Besides, a proper rating system should be evolved to give a concrete picture of the appraisal conducted.

3. Psychological climate in the organization should be improved and efforts should be initiated to make it conducive to the development of employees.
4. The existing welfare facilities may be improved. Facilities such as subsidized canteen, productivity-linked annual bonus and educational facilities.
5. Motivational Measures is suggested that the organization introduce measures such as 'suggestions scheme' and 'quality circles'.

CONCLUSION

Thus, on the whole, it finds the existence of satisfactory HRD climate in the organization covered under study. The sample of respondents in general showed a favorable attitude towards HRD policies and practices of the organization. They were satisfied with the developmental policies of the top management as well as happy with the prevailing HRD climate in the organization.

However, mean scores between 3.5 – 4.5 are indicative of HRD climate at a good and desirable level. It is found that the overall meanscore gravitate towards 3.22 that is 56

percent this indicates that the HRD climate prevalent in KCP cement is at just below the desirable level. Therefore it is further suggested that there is a need to improve HRD climate in the organization.

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