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Relativity On Climate And Competencies In Human Resource Development With Reference To Neyveli Lignite Corporation Ltd,

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ABSTRACT

The need for Human Resource Development (HRD) is felt to create a climate which will improve the work life by overcoming monotony, ensuring better communication and creation of familiar sort of work conditions where creativity of all the members comes into full play. The success of HRD in any organization depends, to a large extent, on the existence of a favourable HRD Climate. HRD is more competency-oriented than technology-oriented and believes that participation and communication would bring about greater commitment, efficiency, and growth of individuals. The study is based on the responses sought from 400 Line Managers and HRD Managers from various departments and different hierarchical levels of a public sector undertaking located in south India namely Neyveli Lignite Corporation Ltd. (NLC). The questionnaires relating to the HRD Climate (T.V.Rao and Abraham, 1985) and HRD Competencies (T.V.Rao, 1991) was administered to the sample population and the findings indicate that HRD Climate has a definite relation with HRD Competencies which in turn leads to the increased organizational performance.

Keywords : Human Resource Developmental Climate (HRDC), General Climate, OCTAPACE Culture

Introduction

HRD is an effort to develop capabilities and competencies among employees as well as create organisational environment conducive to the HRD development. HRD facilitates the integrated growth of employees. It helps employees to know their strengths and weaknesses and enable them to improve their performance and that of the organisation. The significance of HRD arises from the basic talent that people constitute the active resources of every nation, who really determine the efficiency of utilization of all other resources.

The need for HRD is felt to create a climate which will improve the work life by overcoming monotony, ensuring better communication and creation of familiar sort of work conditions where creativity of all the members comes into full play. The focus of HRD essentially is on enabling people to self actualize through a systematic process of developing their existing potentialities of people both in the present and future.

Review of Literature on HRD Competencies

Trivedi (1996) in his research study about managing human capacity to face competition by HRD efforts, discussed the capacity and capability of India's corporate world to face the opportunities and threats posed by the competition arising from globalization. A process of job analysis resulting in an assessment of the range of skills required for an organisation to be competitive and the identification of any skill gaps is suggested.

Van Ginkel (1997) have executed a study based on earlier US role profile study. Two types of profiles were identified for eleven different roles competencies that an HRD practitioners might perform with in her or his job. Both profiles consist of

core outputs of the different roles and the core competencies required for achievement of the out puts.

Valkeavaara and Tuija (1998) have compared HRD practitioners' self assessments based on their work roles, outputs and competencies from England, the Netherlands, Italy, Germany and Finland. In terms of work roles, the findings showed the culture-bound nature of HRD work and also, through the appearance of new work roles, its close relation to changes in work life.

Need For The Study

The post liberalization economic scenario has brought new challenges of corporate restructuring for the Indian companies. In the changing society, Human Resource Development (HRD) is a process for maintaining a valuable and knowledgeable work force. Line and HRD - Managers are the key stones in the progress of an industry. So, an organization should train their managers and enrich them in changing technical skills and knowledge from time to time. The impact of these changes is experienced by all the sectors of the industries across the century. It is more evident in public sector undertakings like NLC Ltd., Hence the researcher has selected this area of study.

Objectives

In light of the domain for research, the study was undertaken:-

- i. To examine the nature of the HRD Climate existing in the NLC organization.
- ii. To study the level of HRD Competencies of the Line Managers and HRD Managers of the NLC organization.
- iii. To critically review the Relativity on climate and competencies in HRD

Hypothesis

In view of the objectives set for the study, following null hypothesis was formulated:

There is direct relationship between HRD Climate and the HRD Competencies of the Line Managers and HRD Managers in the NLC organization.

Research Design

Data

A total of 400 Line Managers and HRD Managers were chosen randomly from various departments, functional areas of organization keeping in view their total strength and range of activities.

Instruments

This questionnaire consists of a 38 item HRD-Climate survey (developed by T.V.Rao & E.Abraham, 1985). This is being used widely as an instrument to survey the HRD-Climate. These 38 items assess general climate, OCRAPACE_culture, and HRD Practices on a five point scale, ranging from 5 (Always almost true) to 0 (Not at all true) to measure the elements of HRD Climate which can be grouped into 3 broad categories referred to earlier, i.e. general Climate, OCTAPACE Culture, and HRD Mechanisms. This questionnaire is used to assess the extent to which the HRD professional have the HRD Competencies needed to perform their roles effectively. This can be used for self-assessment by the HRD professional or for peer assessment, or for identifying training need and other developmental needs. The questionnaire contains 70 statements under three headings with a five-point scale (developed by T.V.Rao, 1991), ranging from 5 (Always almost true) to 0 (Not at all true) to measure the elements of knowledge development, skill development and attitude development,

Reliability

Alpha (Cronbach's) reliability of the two scales used is

HRD Climate Scale = 0.90

HRD Competency = 0.81

This indicates a very high internal consistency, based on average inter-item correlation.

Statistical Measures

To analyse the results, various statistical measures such as Mean, Standard Deviation Correlation and stepwise regression analysis were performed through SPSS 18 and MS Excel 2007.

Discussions And Results

HRD Climate (Mean Score)

This questionnaire consists of a 38 item HRD-Climate survey was administered to all Line Managers and HRD Managers. The data can be converted into scores to assess HRD-Climate. The scores may range from 0-152. Thus among the eight demographical variables (gender, marital status, designation, experience, training, age, educational qualification and income) taken for this study with reference to age above 50 years have secured the highest (mean = 101.2) and with reference to educational qualification, diploma category managers have scored the least (mean = 81) in respect of the HRD climate. (Table 1)

HRD Competencies (Mean Score)

This questionnaire is used to assess the extent to which the HRD professional have the competencies needed to perform their roles effectively and it contains 70 statements under three headings namely 1. Knowledge development, 2. Skill development and 3. Attitude development. The questionnaire could be administered to all Line and HRD managers. The data can be converted into scores to assess HRD Competencies. The scores may range from 0-280

Thus among the eight variables taken for this study with reference to age above 50 years have secured the highest (mean = 177.4) and below 40 years managers have scored the least (mean = 154.8) in respect of the HRD Competency (Table 2).

Relativity on climate and competencies in HRD

Mean score analysis of HRD climate and HRD Competencies of the organization reveal that a relationship exists between them. Correlation analysis was carried out to statistically test their relationship (Table 3). The result shows that a significant positive correlation of 0.6341 exists between them. Therefore, it supports the hypothesis and makes clear that an improvement in HRD Climate is essential for improving the level of HRD Competencies of the Line Managers and HRD Managers, which in turn will bring positive changes in Organizational Performance of the company. Having observed that a positive correlation exists between the HRD Climate and HRD Competencies, further analysis was conducted to find the relationship between the sub factors or dimensions of HRD Climate with HRD Competencies (Table 3). The correlational analysis performed to analyse the relationship between HRD Climate Dimensions i.e. HRD Climate, HRD Practices and HRD Competencies. The analysis showed that there exists a positive relationship between different components of HRD Climate and HRD Competencies. The correlation coefficient was .06341 (hrd Climate *HRD competencies), 0.5712 (HRD Practices *HRD Competencies) and .05104 (HRD Practice *HRD Climate) respectively. This proves that HRD Climate is a contributing/influencing factor to increase the level of HRD competencies.

HRD Climate (Stepwise regression analysis)

An attempt has been made to find out whether the variables' managers' age, and marital status-would be possible predictors of HRD climate. The results show that the two variables are significant and in predicting the HRD Climate. The managers' age is poised to predict their perception towards HRD Climate to an extent of 0.017, which is found to be statistically significant at 0.01 level (tcal 3.521 < 0.01). The obtained F-value also proved this fact. (F cal 7.954 < 0.01). So, managers' age and marital status are predicting variables for their perception of human resource development climate (table 4)

HRD Competencies (Stepwise regression analysis)

An attempt has been made to find out whether the variable managers' age would be possible predictors of HRD competency. The results show that the variable is significant and in predicting the HRD competency. The managers' age is poised to predict their perception towards HRD competency to an extent of 0.024, which is found to be statistically significant at 0.01 level (tcal 3.284 < 0.01). The obtained F-value also proved this fact. (F cal 10.784 < 0.01). So, managers age is the predicting variable for their perception of human resource development competency (table 5)

Conclusions And Implications

Early identification of human resource potential and development of their skill represent

two major tasks of human resource development. This can only be achieved when conducive

HRD Climate prevails. Thus on the whole, the researcher finds the existence of good HRD

Climate in the organization according to the perceptions of Line Managers and HRD Managers sought through the scale constructed for measuring the same.

The competencies of Line Managers and HRD Managers are likely to improve under the favourable HRD Climates. Most importantly the researchers' findings support the existing literature and add to the deficit literature existing which have attempted to explore the relationship of HRD Climate and HRD competencies in Indian context. It was concluded that there is a significant relationship between HRD Competencies and HRD Climate and any positive change in HRD Climate and its components will bring about positive changes in HRD Competencies and in turn impact the Organizational Performance in positive manner. However the findings of the present study indicate that there is a still substantial scope for improvement in various aspects of HRD in the organization as well as factors influencing HRD competencies

Table 1: Mean and Standard Deviation Results of 38 Item - HRD Climate Survey responded by 400 Line Managers and HRD Managers of a Public Sector Enterprise

Demographic	Group	N	Mean	Standard Deviation
Gender	Male	351	88.24	20.80
	Female	49	89.43	20.39
Marital status	Married	368	89.97	21.10
	Unmarried	32	93.22	15.26
Designation	Line Managers	177	90.07	21.35
	HRD Managers	223	87.05	20.16
Experience	Below 10 years	214	85.80	20.70
	Above 10 years	186	91.36	20.41
Training	Below 10 programmes	349	88.12	20.40
	Above 10 programmes	51	90.22	22.95
Age	Below 40 years	137	85.90	18.77
	41-50 years	238	88.47	21.21
	Above 50 years	25	101.24	22.22
Educational Qualification	Diploma	44	81.00	20.67
	UG	306	89.57	20.64
	PG	50	87.64	20.32
Income	Low	109	84.90	20.48
	Middle	206	89.92	20.34
	High	85	89.40	21.67

Source: Primary data

Table 2: Mean and Standard Deviation Results of 70 Item Employees Competencies Survey responded by 400 Line Managers and HRD Managers of a Public Sector Enterprise

Demographic	Group	N	Mean	Standard Deviation
Gender	Male	351	162.0	36.86
	Female	49	161.9	36.23
Marital status	Married	368	162.1	37.42
	Unmarried	32	159.8	28.02
Designation	Line Managers	177	163.7	40.76
	HRD Managers	223	160.6	33.23
Experience	Below 10 years	214	159.7	2.347
	Above 10 years	186	164.5	2.878
Training	Below 10 programmes	349	161.5	36.50
	Above 10 programmes	51	165.0	38.53
Age	Below 40 years	137	154.8	28.02
	41-50 years	238	164.4	41.12
	Above 50 years	25	177.4	26.32
Educational Qualification	Diploma	44	155.3	21.01
	UG	306	162.7	37.99
	PG	50	163.5	39.67
Income	Low	109	157.8	30.89
	Middle	206	163.3	36.48
	High	85	164.2	43.63

Source: Primary data

Table 3: Correlation Results between HRD Competencies and HRD Climate, its Components (HRD Practices and HRD Climate)

	HRD Practice	HRD Climate	HRD Competency
HRD Practice	1.000	0.5104	0.5712
HRD Climate	0.5104	1.000	0.6341
HRD Competency	0.5712	0.6341	1.000
HRD Training effectiveness	0.4321	0.3751	0.2781
Overall HRD activities	0.8775	0.7505	0.8466

Source: Primary data

Table 4: Stepwise Regression Analysis Predicting HRD climate

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.140	0.020	0.017	20.55
2	0.187	0.035	0.030	20.41

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- a. Predictor: (Constant), Age
- b. Predictors: (Constant), Age, Marital status)

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	3358.648	1	3358.648	7.954	0.005
	Residual	168056.29	398	422.252		
	Total	171414.94	399			
2	Regression	5979.160	121	2989.580	7.174	0.001
	Residual	165435.78	398	416.715		
	Total	171414.94	399			

- A.. Predictor: (Constant), Age
- b. Predictors: (Constant), Age, Marital status)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	79.666	3.258		24.449	0.000
AGE	5.070	1.798	0.140	2.820	0.005
(Constant)	66.056	6.319		10.453	0.000
AGE	6.686	1.899	0.185	3.521	0.000
MARI	10.029	3.999	0.131	2.508	0.013

Excluded Variables

Model 1 Variables	Beta In	t	Sig.	Partial Correlation	Collinearity Tolerance
Gender	0.037	0.733	0.464	0.037	0.985
Marital status	0.131	2.508	0.013	0.125	0.885
Educational qualification	0.052	1.032	0.303	0.052	0.977
Designation	-0.014	-0.251	0.802	-0.013	0.809
Income	0.016	0.279	0.780	0.014	0.756
Unit	0.036	0.701	0.483	0.035	0.958
Experience	0.076	1.202	0.230	0.060	0.611
Training	0.015	0.302	0.763	0.015	0.982

Table 5

Stepwise Regression Analysis Predicting HRD competency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.162	0.026	0.024	36.29

- a. predictor: (constant), age

Model	Sum of Square	DF	Mean Square	F	Sig.
Regression	14204.668	1	14204.668	10.784	0.001
Residual	24249.61	398	1317.210		
Total	538454.28	399			

- A. predictor: (constant), age

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	144.022	5.755		25.025	0.000
AGE	10.427	3.175	0.162	3.284	0.001

Excluded Variables

Model 1 Variables	Beta In	t	Sig.	Partial Correlation	Collinearity Tolerance
Gender	0.020	0.397	0.692	0.020	0.985
Marital status	0.043	0.813	0.416	0.041	0.885
Educational qualification	0.028	0.564	0.573	0.028	0.977
Designation	0.036	0.660	0.510	0.033	0.809
Income	-0.022	-0.381	0.703	-0.019	0.756
Unit	0.050	0.995	0.320	0.050	0.958
Experience	-0.059	-0.930	0.353	-0.047	0.611
Training	0.010	0.196	0.845	0.010	0.982



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