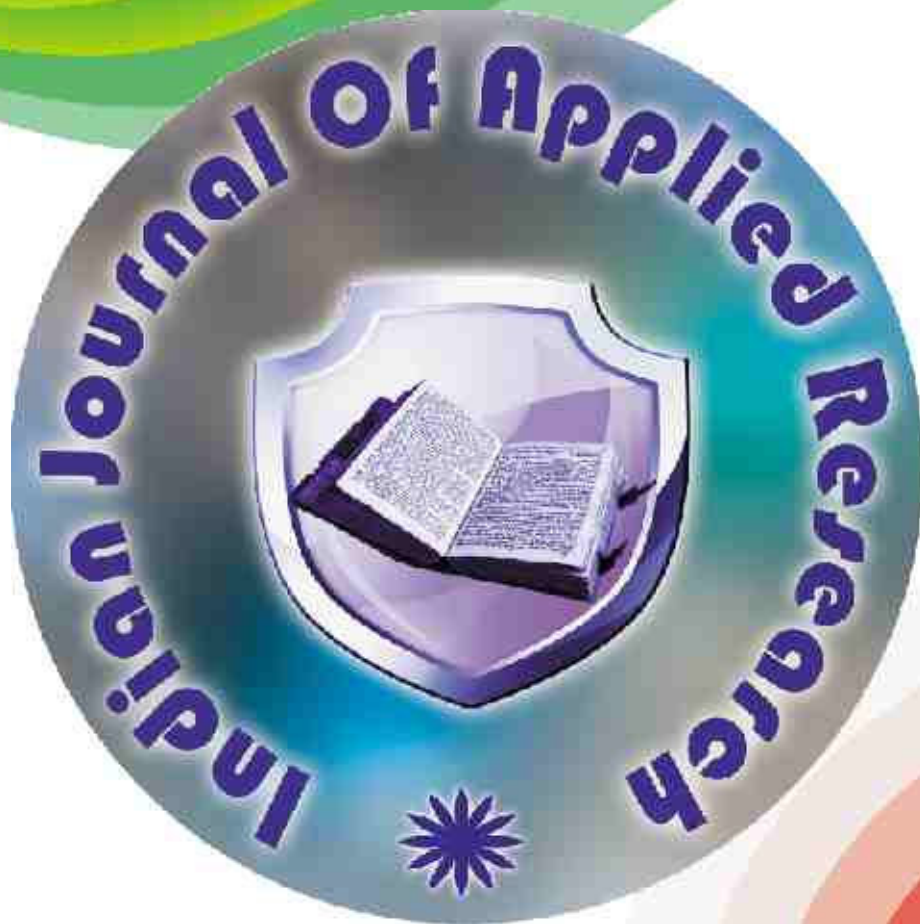


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HRD Climate in Private Manufacturing Sector: An Appraisal

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ABSTRACT

The emergence of the new knowledge about machine and people has transformed the way of managing the organization. The nature of work, workplace and psychological environment in organisations have undergone and will continue to undergo enormous changes, bringing both opportunities and challenges for those involved and interacted in organizations, organizational behaviour and organizational development. Various organizational policies, procedures, structured systems decide the extent to which employees are satisfied in an organization. Most researchers agree that a congenial HRD climate is extremely important for the ultimate achievement of business goals. HRD practices have been very well established in most of the industries where their importance has been realized with the advent of globalization, liberalisation and privatisation.

The concept of HRD was formally introduced by Professor Leonard Nadler in 1969 in a conference organised by American society of training and development. In India Larson and toubro ltd was the first company to introduce this concept in 1975 among private sector companies with an objective of facilitating growth of knowledge workers. Among the public sector government companies, it was BHEL which introduced this concept in 1980.

HRD is a process of enabling people to make things happen. It deals with the process of competency development in people and creation of conditions through public policy, programmes and other interventions to help people apply these competencies for their own benefits and benefits of others competencies may include knowledge, skills, attitudes and values.

So HRD is a process of improving, moulding and changing the skills, knowledge, creative ability, aptitude, attitude, values and commitments etc. based on present and future job and organizational requirements. HRD climate is a measure of the perceptions of the knowledge workers about the prevailing nature of HRD.

Keywords : HRD, Appraisal, Manufacturing

Concept of HRD climate:

HRD climate is the perception that the employees have about the policies, procedures, practices and conditions which exist in the working environment. The elements of HRD climate can be grouped into three broad categories: General climate, OCTAPAC culture and HRD mechanism. The general climate items deal with the importance given to human resource development in general by top level management and line managers. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, proactivity, authenticity and collaboration are valued and promoted in the organizations. Lastly the HRD mechanisms measure the extent to which these mechanisms measure are implemented seriously.

Objectives of the Study

Present paper is aimed at to study the perceptions of various levels of management regarding HRD climate in their respective Organisations.

Sample and methodology of the Study:

The present study is based on three manufacturing

companies in the Ludhiana District in the state of Punjab. Ludhiana is selected for the purpose of the study as it is the hub of manufacturing industry in Punjab. For the purpose of the study, a sample of 75 managers has been taken to know the HRD climate in their respective companies. Managers of various companies include 10 persons in senior management, 25 in middle level management and 40 managers at lower level management.

For studying the HRD climate, the present study uses the questionnaire designed by Rao and Abraham (1990). The standardised questionnaire includes 38 items through which the HRD climate has divided into three main categories i.e. general climate, OCTAPAC culture, and HRD mechanism. All the items in the questioner are measured on five point scale ranging from 1 to 5, where score 1 denotes extremely poor climate and point five shows extremely good climate. In between these two ranges, point two, three and four denotes poor HRD climate, average HRD climate and good HRD climate respectively.

In order to make interpretation more easily the mean scores are converted into percentage by using following formula:

Percentage Score = (Mean score - 1) x 25.

Through this mean score of one indicates zero percent, two score indicates 25 percent and three, four and five indicate 50 percent, 75 percent and 100 percent respectively.

Table 1 : Mean Results of 75 Respondents Regarding HRD Climate

Item Number	Mean	Percentage	Item Number	Mean	Percentage
1	3.99	74.75	20	3.31	57.75
2	3.56	64	21	3.47	61.75
3	3.37	59.25	22	3.13	53.25
4	3.12	53	23	2.98	49.5
5	2.98	49.5	24	3.46	61.5
6	3.42	60.5	25	3.37	59.25
7	3.29	57.25	26	3.38	59.5
8	3.54	63.5	27	3.40	60
9	3.62	65.5	28	3.46	61.5
10	3.87	71.75	29	3.42	60.5
11	3.39	59.75	30	3.27	56.75
12	3.32	58	31	3.12	53
13	3.02	50.5	32	3.35	58.75
14	2.98	49.5	33	3.39	59.75
15	3.29	57.25	34	3.58	64.5
16	3.45	61.25	35	3.39	59.75
17	3.25	56.25	36	3.02	50.5
18	3.24	56	37	3.10	52.5
19	3.18	54.5	38	3.84	71

Results and Discussion

The most important factors emerged towards HRD climate are top level managements' efforts to make work more enjoyable for employees (item 1), informal attitude of employees (item 10) and development of employees through job rotation (item 38).

Other significant factors contributing towards HRD climate are helpful attitude of fellow colleagues in the organisation (item 9), solving the problems of people openly rather than accusing others (item 34), managements' strong belief towards human resources as extremely important source (item 2), managements' belief about possibility of change of behaviour of employees (item 8), seriousness towards learning by employees during training programmes (item 24), communication of weakness to employees in non threatening manner (item 21), appreciation by supervisor for good work of employees (item 16), and help by seniors in learning their jobs (item 6).

Other items having favourable impact on HRD climate are growth opportunities pointed by seniors to juniors (item 35), team spirit (item 33), conducive psychological climate for employees interested in acquiring new knowledge and skill (item 11), guidance of seniors to juniors (item 12) and people lacking competence in doing their jobs are helped rather than being left unattended.

However the study brought into light various issues which have score less than 50 percent and require attention by

organisations. These issues are relating to willingness of top level management in deploying its time and resources for development of employees (item 5), promotional decisions on the basis of suitability rather than on favouritism (item 14), employees efforts for finding out strength and weakness from seniors and colleagues (item 23), intimation regarding future plans to the employees to help them to prepare for future (item 36) and assurance to employees regarding their welfare to help them to use their energy for work (item 37).

Table 2 : Perception about HRD Climate across Different Levels of Managers.

Variables	Senior management		Middle Management		Lower management	
	N	SD	N	SD	N	SD
General Climate	3.93	.27	3.68	.49	3.47	.49
HRD Mechanisms	3.61	.23	3.59	.50	3.42	.60
OCTAPAC Culture	3.77	.19	3.63	.52	3.39	.62
Overall HRD Climate	3.78	.14	3.62	.56	3.41	.63

Besides measuring the HRD climate in the given companies as a whole, HRD climate was also assessed across different levels i.e. at top level, middle level and lower level of management through three different dimensions of HRD climate i.e. general climate, HRD dimensions and OCTAPAC climate. A look at table shows that mean score regarding overall climate decreases with the level of management. Top level management's score has found to be 3.78 followed by middle level at 3.62 and lower level with 3.41. Further in all the three categories top level management has scored highest mean score followed by middle and lower level management respectively. Further a high level of variation has been found in the opinion regarding HRD climate among lower level management. In all dimensions of HRD climate the value of S.D. is very high in lower level as compare to other level of management and it is as high as .63 in overall HRD climate whereas the value for the same dimension is .14 for top level and .56 for middle level management.

Conclusion:

The study shows that overall perception of employees regarding HRD climate is satisfactory. The study indicates that organisations make efforts to make HRD climate favourable for its employees as even the show informal attitude towards employees for their improvement. However still some is required to be done for improvement like efforts of organisation to identify and utilize the potential of employees, promotional decisions on the basis of suitability rather than favouritism, efforts of employees regarding strengths and weakness of colleagues. As the climate perception influences the satisfaction, performance and motivation levels of employees so HRD climate is such an area where organisations should put special focus.

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