



Hrd Culture And Climate At Hindustan Aeronautics Limited, Bangalore

KEYWORDS

HRD Culture and Climate, OCTAPACE, HRD Mechanisms

MS. NAGAMMA SHIVAJI

Research Scholar, Department of Postgraduate Studies and Research in Commerce, Gulbarga University, Kalaburagi

Dr. M.J. BASAVARAJ

Associate Professor
Vijaya Nagara College Hospet, Bellary

ABSTRACT *The raison d'être of Human Resource Development (HRD) is to create context for technological and managerial excellence in any industry, more so in the globally competitive aerospace industry. An organisation's success is determined as much by the skill and motivation of its members as by almost any other factor. The overall objective of the HRD plan is to build a vibrant performance and learning culture that meets the challenges of customer, quality, cost, delivery, and excellence. The HRD climate of an organisation, created using appropriate HRD systems and leadership styles of top management, plays a significant role in ensuring the competency, motivation, and development of its employees. For the current study, focusing on the dimensions of HRD culture-climate, a total of 200 employees were selected from HAL-Bangalore. The study reveals: some dimensions of HRD culture-climate show values lower than the norms specified and there is variation in the organisational dimensions.*

Introduction:

The Indian aerospace industry is witnessing an unprecedented growth. Hindustan Aeronautical Limited (HAL), a Government of India enterprise, is the premier aerospace company in the country. HAL has played a major role in the Indian defence aviation through design, manufacture, and overhaul of fighters, trainers, helicopters, transport aircraft, engines, avionics and system equipment. HAL is now ranked 34 in the list of world's top 100 defence companies.

The people development initiatives have taken a strategic role for driving business results at HAL. Competency framework has become the central theme of numerous initiatives at HAL to enhance the HR processes and systems. The present study has been undertaken to study the HRD culture-climate at HAL, Bangalore. The overall study reveals that perceptions held by employees with regard to overall HRD culture and climate in HAL, Bangalore are different from one another.

HRD Culture-Climate:

Culture is a concept borrowed from the field of anthropology. Sociologists, anthropologists, and behavioural scientists have extensively used the term culture. Culture stands for symbols and values; it is the strong, widely shared core values; the culture of the organisation reflects a vision shared by the members at large; the concept of organisational culture is different from sociological concept of culture. Social culture is the means to an end, the end being the holistic development of one's own personality and one's own society. Although, the concept of organisational culture is generally derived from its anthropological equivalent into the context of an organisation is very different from that of the societies with which anthropologists and social theorists are typically concerned (Frost, Moore, Louis, Lundberg, & Martin, 1985; Smircich, 1983). Organisations are bounded, purposive, and intentionally structured in ways that societies are not, and whereas societies embrace their member's lives, organisations, like other institutions, are directly concerned with only part of those lives.

HRD Climate:

HRD climate is an integral part of organisational climate. It can be defined as perceptions the employee can have on the developmental environment of an organisation. Climate perceptions are psychologically meaningful, that people can agree to characterise a system's practices and procedures. By its practices and procedures a system may create climates. People perceive climates because the perceptions function as frames of reference for the attainment of some congruity between behaviour and the system's practices and procedures. However, if the climate is one which rewards and supports individual differences, people in the same system will not behave similarly. Further, because satisfaction is a personal evaluation of a system's practices and procedures, people in the system tend to agree less on their satisfaction than on their description of the system's climate (Noorjehan & Nayak, 2007).

OCTAPACE Culture:

Organisational ethos are core values. The eight values of organisational ethos are (Pareek & Rao, 1992):

Openness: Spontaneous expression of feelings and thoughts and receiving feedback and information without defensiveness;

Confrontation: Facing – not shying away from – problems; deeper analysis of interpersonal problems; taking on challenges;

Trust: Maintaining confidentiality of information shared by others and not misusing it; a sense of assurance that others will help when needed and will honour mutual obligations and commitments;

Authenticity: Congruence between what one feels, says, and does; owning one's actions and mistakes; unreserved sharing of feelings;

Proaction: Initiative; preplanning and preventive action; calculating pay-offs before taking action;

Autonomy: Using and giving freedom to plan and act in

one's own sphere; respecting and encouraging individual and role autonomy;

Collaboration: Giving help to and asking for help from others; team spirit; working together (individuals and groups) to solve problems; and

Experimentation: Using and encouraging innovative approaches to solve problems; using feedback for improving; taking a fresh look at things; encouraging creativity.

HRD Mechanisms:

HRD mechanisms fall in one of the elements of HRD climate, which measure the extent to which HRD mechanisms are implemented seriously. These mechanisms include performance appraisal, potential appraisal, career planning, performance rewards, feedback and counselling, training, employees' welfare for quality work-life, and job rotation.

Review of Literature:

Organisational climate is a set of properties of the work environment, perceived, directly or indirectly by the employees who work in this environment, and is assumed to be a major force in influencing their behaviour on the job (Gibson, Ivancevich, & Donnelly, 1976).

Culture is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by (hu)man as a member of a society (Taylor, 1983).

Pareek (1989) indicates that organisational culture and leadership values of organisations vary from industry to industry. Some organisations follow autocratic culture, some others follow bureaucratic culture concerned with control and dependence, some other organisation follows technical culture, which is concerned with expert power being dominant and with a backup environment of extension, finally, some organisation with entrepreneurial culture or democratic value system are concerned with result, achievement, concern for excellence, and extension. The ethos of such organisation is characterised by OCTAPACE i.e., Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity, Collaboration, and Experimentation.

Krishna and Rao (1997) carried out a comprehensive empirical study in BHEL, Hyderabad and found that HRD climate in the organisation encouraged middle and senior managers.

Sharma and Purang (2000) conducted a study to find out the relationship between value institutionalisation and HRD climate in engineering and manufacturing sector and found a positive relationship between the two variables.

To a large extent, organisations where knowledge workers work, enjoy a good HRD climate. The strengths of the HRD climate emerges from the organisation's belief that the human factor is a critical factor and need commitment to development, team spirit, helpfulness, and providing training on skills and knowledge. The result indicated the presence of psychological climate conducive for development (Sampath & Sampath, 2005).

A study was conducted by Mufeed and Rafai (2006) on the need for OCTAPACE culture in tourism sector. The study stated that a high OCTAPACE profile will contribute to high organisational dynamics and organisational effective-

ness.

Objectives of the Study:

- To critically evaluate the employee perceptions regarding overall HRD culture and climate at HAL, Bangalore.
- To identify the areas of improvement in the existing HRD system.
- To bring out the findings and offer suitable suggestions to the organisation for improving the work culture.

Hypothesis:

There exists no significant difference in the employee perception towards overall HRD culture and climate in HAL, Bangalore.

Research Design:

A descriptive research design was undertaken with the help of the structured questionnaire to study the HRD culture-climate at HAL, Bangalore. The questionnaire items encompass to measure organisational ethos in terms of OCTAPACE, motivation climate, leadership climate, HRD climate, training and development, performance appraisal, and the reward system prevailing in the organisations.

For studying the perceptions of employees the questionnaire was developed using 5 point Likert scale, the instrument contains seven items that measures the perceptions of the employees.

Sample Size: For studying the HRD culture-climate of HAL, Bangalore, 200 employees were chosen on the basis of stratified random sampling as shown in Table-1.

Table-1: Database of Respondents

Gender	Designation					Total
	Executive	Managerial	Supervisory	Clerical		
Female	8	10	12	8	2	40
Percentage	13.8%	27.8%	24.0%	32.0%	6.5%	20.0%
Male	50	26	38	17	29	160
Percentage	86.2%	72.2%	76.0%	68.0%	93.5%	80.0%
Total	58	36	50	25	31	200
Percentage	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

[Source: Field Investigation]

Analysis and Discussion:

The overall analysis of the field investigation is presented in the following table.

"Table 2 about here"

Table-2: Values of HRD Culture-Climate Dimensions at HAL-Bangalore

	N	Minimum	Maximum	Mean	Std. Deviation
OCT_P	200	55.00	83.75	68.8625	5.47692
MOT_P	200	26.67	93.33	68.5667	11.08069
LEAD_P	200	22.50	90.00	61.5125	8.84291
HRC_P	200	28.33	141.67	65.4083	10.52701
TRDEV_P	200	43.33	95.00	67.9917	8.92505
PERF_P	200	24.00	82.00	59.8000	10.25308
REWD_P	200	32.50	95.00	61.7500	9.43105

[Source: Field Investigation]

Findings:

The above study reveals that motivation, HRD culture, and performance appraisal are at a high level.

The values such as OCTAPACE and leadership show lower norms.

Motivation in the organisation is at a higher level which shows that there is more supportive climate within the organisation and high group morale.

OCTAPACE culture in the organisation is at the lowest level, which exhibits that there is lack of awareness of the about it and there is much of scope to improve in this aspect.

The leadership climate in the company reveals lower norms which indicate delegation of authority is not a common phenomenon and employees are not exposed to experimentation.

HRD culture and climate is at a higher value, which illustrates management makes all the efforts to make employees enjoy their work and employees internalise the values of the company.

Training and development shows a lower value among HRD mechanisms which shows there is much need to improve the training pattern.

Performance appraisal is at the highest level among the HRD mechanisms implying the appraisal system helps employees towards accomplishing the organisational goals through self-review and performance analysis.

Reward system is at higher norms, which indicates that employees consider the reward system is fair and just.

With the above findings it is evident, thus that the present hypothesis could be rejected, due to the fact that the perceptions held by employees are dissimilar from each other.

Recommendations:

The management should encourage employees have a more open culture; improve the confrontation and trust level; make employees participate in collaboration and experimentation. Also improvement is sought in the area of proaction while also giving autonomy to employees. Leadership climate needs to be improved through delegation of authority. The organisation should empower employees and encourage them to make decisions for themselves without the fear of negative reflections.

HRD culture and climate, performance appraisal, reward systems are at better level so the top management need to sustain these values by investing considerable time and other resources to ensure the overall development of the employees and treat employees as extremely important resource while continue motivating the employees by performance analysis and regular career advancement. One of the significant aspects in every organisation is to maintain a fair and just reward system and management should also promote teamwork, and innovation and creativity and the same should be rewarded with exemplary contribution.

Lastly, to increase the effectiveness and efficiency, the top management should focus more on training programmes and there has to be need assessment exercise before conducting the training. Training programmes improve communication between different levels of the organisation.

Ending Remarks:

Since HAL is a *Navaratna* company, it needs to be one of the best. Hence, HAL needs to focus more on innovation and experimentation so that it can take the current aeronautical industry setup to the next level of advancement. To achieve this the HR of the organisation play a vital role. Thus, the overall HRD has to be improved so that the country's defence company can beat the global competitors and meet the challenges of customer, quality, cost, delivery, and excellence.

REFERENCE

- Frost, P. J., Moore, L. F., Louis, M. R., Lundberg, C. C., & Martin, J. (1985). *Organizational Culture*. Beverly Hills, California: Sage Publications. | Gibson, J., Ivancevich, J., & Donnelly, J. (1976). *Organisation: Behaviour, structure, processes*. Dallas: Business Publications Inc. | Krishna, P. M., & Rao, P. S. (1997). Organisational and HRD climate in BHEL: An empirical study. *The journal of public administration* (43), 209-216. | Mufeed, S. A., & Rafai, S. N. (2006). Need for OCTAPACE culture in tourism sector: An instrument for organisational dynamics. In G. P. Sahu, *Adopting e-governance* (pp. 81-94). Hyderabad: SGeGOV. | Noorjehan, N. G., & Nayak, S. V. (2007). *Human resource development and teacher education*. New Delhi: Discovery Publishing House. | Pareek, U. (1989). *Motivational Analysis of Organization Behaviour*. In J. W. Pfeiffer, *The 1989 Annual: Developing Human Relations* (pp. 1960-1980). San Diego: University Associates. | Pareek, U., & Rao, T. V. (1992). *Designing and managing human resource systems* (Second ed.). New Delhi: Oxford and IBH. | Sampath, J. M., & Sampath, K. (2005). *Building a high-vision high-values leadership and business culture*. New Delhi: Kogan Page. | Sharma, A., & Purang, P. (2000). Value institutionalisation and HRD climate: A case study of a Navratna public sector organisation. *Vision-The Journal of Business Perspective*, 4, 11-17. | Smircich, L. (1983). Concepts of culture and organizational effectiveness. *Administrative Science Quarterly*, 1 (28), 339-358. | Taylor, R. G. (1983). The role of trust in labor-management relations. *Organisation Development Journal*, 85-89. |