



A Study on the Hrd Climate in Ultratech Cement with Reference to Salem and Coimbatore Regions

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ABSTRACT

Competencies of people can be developed in the form of knowledge, attitude, skills and abilities, which ensures people to perform the in stupendous tasks to higher degree. Quality work requires quality skills and in the absence of development of competencies in people, it is impossible to achieve its goals and objectives to the organization. The urge of competencies in people will depend upon the environment in which the people has to work and consequently the process of HRD should be supple one to create awareness in people when the organization is at its saturation point. There are bleak chances to get a desired outcome by the techniques of cost reduction, consumer satisfaction, market image, on time and prompt service etc, unless and until the abilities in the employees, are developed through the process of HRD. In brief, HRD is indispensable to an organization to come out of its supine or indolent stage to undertake its diversification programme, to improve its traditional services and systems, to become more dynamic and to play a role of leadership effectively to ensure stability and growth in the organization. The process of HRD not only ensures the development of competencies in people but also enriches the integrity and commitment of people to the organization, where they have to work for a long time. However, it is needles to say that it is not easy to encounter the process of HRD as it is an emerging issue in many organizations. For example, whenever an educational institute desires to improve its quality of education, quality of the teachers and the taught, it has to undertake a mission in the form of faculty improvement programme, orientation, refresher courses, seminars and group discussion. The nature and need of a HRD programme mostly depends upon the needs of an organization and as HRD is a continuous mission, the organization has to ensure whether and to what extent it will sustain the burden of HRD in the ever changing environment.

Keywords : Human Resource Development ,Climate

INTRODUCTION

The relationship between the employer and employee, if not strong at least, shall not be strained. There should be a great deal of interaction between the two. But as the scope of the growth of a business increases the scale of operation becomes stronger. This leads to the employer not being able to keep the employees in a good condition. This leads to very strained relationship between the employer and the employee. Large scale labour unrest is witnessed in such organizations. The above scenario leads to the concept of Human Resource Management which is a separate department the formed to act as a bridge between the employer of top management and the employee. More of this was felt due to the new thrust given to 'knowledge' or 'intellectual capital'.

Human Resource Development (HRD) is a process by which the employees of an organization acquire and develop their capabilities and inner-potentials to perform various functions or duties assigned to them by the organization. It ensures development of their 'self' and the 'organization' and helps in developing an organization culture to achieve the pre-determined objectives. To facilitate HRD an optimal level of 'Developmental Climate' is necessary. HRD Climate is an integral part of Organizational climate. It can be defined as the employee's perceptions about the working environment of their organization. HRD Climate contributes to the organizations overall health and self-renewing capabilities which, in turn, increase the enabling capabilities of individuals, team and the entire

STATEMENT OF THE PROBLEM

Human resources comprise the aggregate of employee attributes including knowledge, skills, experience and health which are presently and potentially available to an organization for the achievement of its goals. In other words, human resources consist of the value of the productive capacity of the firm's human organization. Of all the resources of an organization, the human resources are recognized as the most vital and the most valuable, it is the quality of human resources that ultimately determines the success of an organization. The importance of the human factor also stems from the fact that the human resources alone appreciate in value through the acquisition of greater knowledge and through experience and thus reflects an inherent dynamism and development potential. Whereas all other resources depreciate in value by use with the passage of time.

This is essentially the rationale increasing attention given to HRD climate by the modern organizations. Behind the climate of the organization has a direct impact on the happiness of the employees which, in turn directly affect the increase or decrease of the productivity though the organization concentrated much on people orientation it also equally concentrate on the productivity to earn profit to the organization. Whatever be the level, whether private sector (or) public sector (or) joint sector profit plays a crucial role and it is the proof for the well being of the organization. To achieve the above said factor HRD climate is very important. It shall aim at giving the employees happiness and fullest satisfaction about their job and

the organization.

OBJECTIVES OF THE STUDY

- To study the HRD climate in general and particular to “Ultra tech cements of Salem and Coimbatore regional”
- To assess the HRD climate as perceived by the employees of “Ultra tech cements Salem and Coimbatore regional”
- To find out the impact of HRD climate and Job satisfaction among the selected sample respondents of the “Ultra tech cements Salem and Coimbatore regional”
- To suggest improvement in the existing HRD Climate of “Ultra tech cements Salem and Coimbatore regional”

RESEARCH METHODOLOGY

An attempt was made to measure the HRD climate based on certain dimensions. The choice of dimension was according to Rao’s (1986) standardized scale. Simple random sampling techniques were used in selecting the workers from the Union. For convenience sake, 200 workers from different departments namely, Production, Accounts, Administration, Marketing, MIS & Quality participated in this study. The questionnaire used for this research contains thirty eight statements with five point rating scale.

DATA COLLECTION METHOD

This study involves collection of primary data from the employees of “Ultra tech cements Salem and Coimbatore regional.” This survey method was used considering the size of the universe and time factor. First hand information was collected from the sample respondents through field survey method.

DATA ANALYSIS AND INTERPRETATION

OPENNESS AND JOB SATISFACTIONS

The term ‘openness’ refers to “freedom to express ideas, opinions and views”, “frankness”, “outspoken”, “straight forwardness”. If a team is to be effective then the members of it need to be able to state the views, share their difference of opinion, interests, and problems without fear or ridicule or realization. No term work is really effective, if there is a ‘cut-your-throat’ or ‘stabbing-in-the-back’ atmosphere, where members become less willing or unable to express themselves openly. The resultant output, is only wastage of energy, effort and lack of creativity.

TABLE .1 OPENNESS AND JOB SATISFACTION

S. NO	OPENNESS	NO OF RESPONDENTS	%	AVERAGE	RANGE	S.D
1	Complete	72	36.0	17.39	10.00 33.00	5.52
2	Moderate	90	45.0	18.53	8.00 35.00	5.80
3	Lackadaisical	38	19.0	21.61	10.00 33.00	6.59
	Total	200	100			

It could be observed from the above table that the level of job satisfaction among the selected sample respondents having Complete Openness was ranged between 10.00 33.00 with an average of 17.39. The level of Job satisfaction among the respondents with Moderate Openness was ranged between 8.00 and 35.00 with an average of 18.53. On the other hand, the level of Job satisfaction among the respondents with Lackadaisical Openness was ranged between 10.00 and 33.00 with an average of 21.61.

With a view to find the degree of association between the first factor of HRD climate, Openness and the Level of Job satisfaction among the selected sample respondents, two way table was prepared and the result is shown in the following table.

TABLE .2 OPENNESS AND JOB SATISFACTION (TWO – WAY TABLE)

S. No	Openness	Job Satisfaction			Total
		Low (≤13)	Medium (14-20)	High (>20)	
1	Complete	23 (31.9)	30 (41.7)	19 (26.4)	72
2	Moderate	21 (23.3)	39 (43.3)	30 (33.3)	90
3	Lackadaisical	4 (105.5)	12 (31.6)	22 (57.9)	38
	Total	48	81	71	200

It is highlighted from the above table the percentage of high level of Job satisfaction was the highest (57.9) among the respondents with Lackadaisical Openness and same was the lowest (26.4) among the respondents with Complete Openness. The percentage of medium level of Job satisfaction among the respondents has the highest (43.3) among the respondents with Moderate Openness and the same was the lowest (31.6) among the respondents with the Lackadaisical Openness. On the other hand, the percentage of low level of Job satisfaction was the highest (31.9) among the respondents with Complete Openness and the same was the lowest (10.5) among the respondents with Lackadaisical Openness.

In order to find the degree of association between Openness and the level of Job satisfaction, a chi-square test was used and the result of the test is shown in the following table.

TABLE .3 OPENNESS AND JOB SATISFACTION (x2 TABLE)

Factor	x ² Value	Table Value	D.F	Remarks
Openness	12.905	9.488	4	Significant at 5% level

It could be see from the above table that the calculated chi-square value is greater than the table value and the result is significant at 5% level. Hence, the hypothesis “Openness and level of Job satisfaction are associated” holds good. From the analysis, it is concluded that there is a close relationship between Openness and Job satisfaction.

FINDINGS

1. A good majority 80.5% of the respondents were belongs to middle aged group and most of them were male respondents.
2. It is revealed from the analysis that 40% of the respondents were educated up to school and 37.5% of them Diploma holders and a small representation 22.5% of the respondents were graduates. The respondents who were selected for this research. It was also found that all the respondents were married.
3. The analysis of the monthly income of the respondents shows that 75.5% of the respondents belonged to middle income level, 18.5% to low income group and 6% to income of above 7000/ month.
4. It is found from the analysis that 74.5% of the respondent’s family size was of 4–5 members 20.5% belongs to below 4 members and the remaining 5% of the respondents have a family size of above 5 members
5. It is identified from the analysis that there is a close relationship between openness and job satisfaction. It shows that there is good HRD Climate in this organization. The component “openness” covers five statement such as i) “employees Openness” with superiors with regard to their

- personal problem ii) employees impressions towards each other iii) employees perspective on behavioral feedback iv) openness of employees towards supervisors v) openness of employees towards subordinates.
6. The analysis of the second factor of OCTAPACE, i.e confrontation reveals that there is a close relationship between confrontation and job satisfaction. It shows that there is a good HRD climate in this organization. The factor confrontation covered three areas to judge the Climate. They are i) "Incompetent employees" are helped to acquire competence ii) rectify mistakes in work and learn by employees from supervisors iii) employee attitude towards solving problems
 7. The analysis reveals that there is a close relationship between trust and job satisfaction. It shows that there is good HRD Climate in this organization. There are four statements involved in this relationship, they are i) Management's willingness to invest time and other resources ii) employee's mutual help to each other iii) manager's perception of employee behavior iv) mutual trust between employees
 8. The analysis of Authenticity and job satisfaction shows that there is a close relationship between them. It shows that there is a good HRD climate in this organization. Ten factors are analyzed for this process they are i) senior officers interest in developing juniors ability ii) promotion decisions without bias iii) reward mechanisms iv) unbiased performance appraisal v) attitude of employees towards training vi) opportunities given to employees returning from training vii) criteria for training viii) delegation of authorities ix) juniors attitude towards delegation of authority and x) information of career opportunities to juniors
 9. It is identified from the analysis that there is a close relationship between collaboration and job satisfaction. It shows that there is a good HRD Climate in this organization. There are five factors which affect collaboration. They are i) managers role in the development of their subordinates ii) guiding of juniors by seniors for future re-

sponsibilities iii) communication of employees weakness iv) team spirit in the organization v) the organizations attitude towards employee welfare .

10. It is found from the analysis that there is a close relationship between experimentation and job satisfaction. It shows that there is a good HRD Climate in this organization. Four ideas have been involved in this factor namely i) existence of psychological climate for development ii) encouragement of employees to try out new ideas and methods iii) employees interest to know their strength and weakness iv) employees development through job rotation

SUGGESTIONS

1. The top management of this organization does not give due attention and encouragement to the highly skilled (potential) employees of various departments. This affects good HRD Climate of the organization and it reflects in their job satisfaction which may affect the productivity. Hence it is suggested that the top management should give due emphasis in the development of employees
2. It is suggested that the selection, transfer and promotion process may be transparent as far as the competencies of the personnel are concerned. Every employee should be aware of the competencies required to be all-round employee and move up to the next higher position.
3. To maintain a good HRD Climate a better communication method may be inculcated among the peers, superiors and subordinates.
4. The observation of the researcher identified that the employees are not given separate training for their non technical skill development. Hence it is suggested that a separate training centre may be organized and the employees may be directed to utilize it effectively to improve their efficiency.

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