



Hrd Culture-Climate Perceptions of Workmen at HAL-Bangalore

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ABSTRACT

Every country on its path towards advancement relies chiefly on three avenues viz.: agriculture, industry, and services. While agriculture played a definitive role in the advancement of a country until the turn of eighteenth century, the invention of engine – and the resultant industrial revolution – changed the course of economic history. Thereafter, the ICT revolution led and is leading the world forward. Human Resource (HR) is the most important of all the organisational inputs which needs to be systematically and periodically intervened to drive home the learning.

For the present study which focuses exclusively on the perceptions of workmen i.e., direct employees of HAL-Bangalore regarding the HRD climate and culture, a total of 150 employees from four divisions were selected randomly. The study uncovers: some categories of HRD mechanisms fare better (OCTAPACE Culture, Motivational Climate, and Training and Development) than the other (Performance Appraisal and Leadership Climate show the lowest norms.)

KEYWORDS

Human Resource Developmental Climate (HRDC), OCTAPACE Culture, HRD Mechanisms

Introduction:

Globalisation has pushed '*sustainability amidst survival*' as a major challenge for any organisation in this era of international cut-throat competition which entails exploring new markets via new products by fashioning new mindsets through new competencies and innovative ways of thinking about business. All the same, organisations best able to meet the challenges will be those that can acquire and utilise valuable, scarce, and inimitable resources (Barney, 1991). Human Resource (HR) falls into this category when they are effectively deployed through appropriate HR practices and management of organisational culture (Barney and Wright, 1998). HR being one of the important factors of production, HRD is needed to develop competencies of individual employees through its various interventions.

As a concept, HRD demands a specific and congenial climate to take root which enriches the work-life in an organisation and aims to link productivity with a sense of personal fulfillment. It comprises all management decisions and practices that direct, affect, or influence the HR in an organisation. Of late, the reason for greater emphasis is the belief that employees enable an organisation to achieve its goals and the management and development of this resource is critical to an organisation's success. The success of HRD in any organisation depends, to a large extent, on the existence of a favourable HRD Climate. HRD is more people-oriented than technology-oriented and believes that participation and communication would bring about greater commitment, efficiency, and growth of individuals.

Review of Earlier Research:

Although a number of research studies have been conducted to determine and analyse the factors affecting the HRD climate and culture prevailing in organisations, following are some pertinent works.

Perception of organisational climate is influenced by personality factors and their relationship with the satisfaction of one's needs (Forehand and Gilmer, 1964).

Job satisfaction increases as the individual perceives the climate as having more 'opportunities for advancement'

(Cawsay, 1973).

More consultative, open, employee-oriented employees generally result in more positive job attitudes (Lafollete and Sims, 1975).

The typology of the instrument 'HRD Climate Survey' had 38 items grouped under three categories: General Climate, OCTAPACE Culture, and HRD Mechanisms to assess the level of HRD climate (Rao and Abraham, 1985). Moving forward, researchers have made subtle changes to the instrument to fit their study. Later, the researches shifted from not only analysing the factors that contributed to the HRD climate in an organisation, but also on the effect that the climate had on the effectiveness of the organisation.

Increased performance and positive work attitudes came from those employees who perceived that the HR department is concerned about them. From a practical point of view, this suggests that job satisfaction can be an important barometer of HRM effectiveness (Eisenberger, Fasolo and Davis-LaMastro, 1990).

Based on a study of BHEL and NFL, the authors concluded that the HRD climate is mainly a function of the effectiveness variables including individual efficiency, organisational efficiency, and productivity, and the HRD variables include management policy on HRD, organisation development, role analysis and training (Jain, Singhal, and Singh, 1996).

There exists a positive relationship between developmental climate and the level of satisfaction of the employees (Rohmetra, 1998).

HRD climate had a positive association with job satisfaction which gives a view that the job satisfaction is a resultant of favourable HR practices (Kumar and Patnaik, 2002).

A study on HRD climate in commercial banks found that the overall level of OCTAPACE values in the banks was perceived at a moderate level (Riyaz, 2002).

HRD Climate has a definite impact on job satisfaction which in

turn leads to the increased organisational performance (Solkhe and Chaudhary, 2011).

Thus, it could be reasonably inferred from the literature discussed above that HRD climate affects job satisfaction.

Objectives of the Study:

The following objectives have been set for the current study:

- To critically examine the workmen's perceptions with regard to HRD climate and culture at HAL-Bangalore.
- To identify the areas of improvement in the existing HRD system via offering suitable suggestions for enhancing the HRD climate and culture at HAL-Bangalore.

Hypothesis:

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

There exists no significant difference in the workmen's perception towards overall HRD climate and culture at HAL-Bangalore.

Research Methodology:

Data:

A total of 150 direct employees i.e. workmen across four divisions of HAL-Bangalore viz., Aircraft, Helicopter, Light Combat Aircraft (LCA), and Overhaul, were chosen randomly keeping in view their total strength and range of activities. All the questionnaires distributed were received completed in all respects. Therefore, with 100 per cent response rate the researcher has conducted this study.

Instruments:

A questionnaire was developed by the researcher exclusively for this study to survey the extent to which a development climate exists at HAL-Bangalore. This instrument consisted of 72 statements on a five-point Likert scale ranging from 5 (strongly agree) to 1 (strongly disagree) so that the respondents could measure the elements of HRD climate and culture which were grouped into 7 broad categories: OCTAPACE Culture, Motivational Climate, Leadership Climate, HRD Environment, Training and Development, Performance Appraisal, and Career Advancement.

Data Analysis:

The database of workmen at HAL-Bangalore is presented in Table-1 and the category-wise values of perceptions of the total sample of 150 direct employees i.e., workmen is presented in Table-2.

Table-1: Database of Respondents of HAL-Bangalore

DIVISION		Designation		Total
		EXECUTIVE	WORKMAN	
Aircraft	Count	8	48	56
	Percentage	20.5%	43.2%	37.3%
Helicopter	Count	24	26	50
	Percentage	61.5%	23.4%	33.3%
LCA	Count	6	37	43
	Percentage	15.4%	33.3%	28.7%
Overhaul	Count	1	0	1
	Percentage	2.6%	.0%	.7%
Total	Count	39	111	150
	Percentage	100.0%	100.0%	100.0%

[Source: Field Investigation]

Table-2: Values of Perceptions of Workmen at HAL-Bangalore

Parameter	N	Mean	Deviation	STD. ERROR MEAN
OCTAPACE Culture	150	74.8000	7.74770	.63260
Motivational Climate	150	70.3333	12.73987	1.04021
Leadership Climate	150	62.1333	10.84279	.88531
HRD Environment	150	64.7667	10.44057	.85247
Training and Development	150	69.9600	7.66573	.62590
Performance Appraisal	150	59.3600	10.03436	.81930
Career Advancement	150	66.4444	12.10609	.98846

[Source: Field Investigation]

Among the available categories for the consideration of workmen at HAL-Bangalore, OCTAPACE Culture, Motivational Climate, and Training and Development topped with the mean scores of 74.80, 70.33, and 69.96, in that order, were found to be higher than other categories. OCTAPACE culture in the organisation at the highest level goes on to exhibit that there is a high level of awareness of the values viz.: Openness, Confrontation, Trust, Autonomy, Proaction, Authority, Collaboration, and Experimentation. Furthermore, there exists very little scope to improve upon these aspects. Motivation in the organisation, at a higher level, shows that there is more supportive climate within the organisation and a high group morale and the same goes well with Training and Development.

The categorical mean values of Performance Appraisal (59.36) and Leadership Climate (62.13) show the lowest norms. The Performance Appraisal at the lowest level among the HRD mechanisms implies that the appraisal system is not so helpful to employees towards accomplishing the organisational goals through self-review and personal analysis. The Leadership Climate at HAL-Bangalore reveals lower norms indicating delegation of authority is not a common phenomenon and that the employees are not exposed to experimentation as well. All the same, HRD Environment, at a lower value, illustrates management makes all the efforts to make employees enjoy their work and the employees do not internalise the organisational values.

Thus, with the above findings, it is evident that the current hypothesis could be rejected due to the fact that the perceptions held by employees are distinct to each other.

Recommendations:

Since the current findings show higher OCTAPACE values, the same level need to be maintained and possibly improved to the next level. The workmen at HAL-Bangalore should be further encouraged to take initiatives and their efficiency levels could be maintained by innovative training and development practices. Openness, Confrontation, Trust, Autonomy, Proaction, Authority, Collaboration, and Experimentation are to be encouraged as well.

Performance Appraisal should be designed in such a way that it motivates the workmen towards accomplishing the organisational goals through self-review and performance analysis. Performance review discussions are to be taken seriously. Thus, there is a lot much to be improved in this regard. So far as the Leadership Climate is concerned employees are to be encouraged to get experienced with new methods and to break out creative ideas. HRD Environment and Career Advancement though border at median, they need to be addressed as well.

Ending Remarks:

HAL – a *navaratna* company – needs to be one of the best and consequently it needs to focus emphatically on innovation and experimentation so as to take the current aeronautical industry setup to the next level of advancement. The HR of an organisation plays a vital role in achieving this. It all calls for the overall improvement of HRD policies and practices at HAL-Bangalore so that the country's defence company can beat the global competitors and meet the challenges of customer, quality, cost, delivery, and excellence.

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