



HRD CLIMATE AND CULTURE IN INDIAN PUBLIC SECTOR ORGANIZATION- AN ANALYSES

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Abstract

Human Resources Development is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (superior and subordinate), teams and the total organization to achieve organizational goals. It maximizes the congruence between the individual and organizational goals of manpower and develops an organizational culture in which superior-subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well - being, motivation and pride of employees.

Key Words: *Human Resources, Development, Climate, Culture.*

Introduction

Human Resources Development (HRD) is a process in which the employees of an organization are continuously helped in a planned way to: (1) acquire or sharpen their capabilities required to perform various tasks and functions associated with their present and future expected roles; (2) develop their general enabling capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and or organizational development purposes and develop an organization culture where superior – subordinate relationships, team work and collaboration among different subunits are strong, and contribute to the organizational health, dynamism and pride of employees.

Human Resource Development Managers and Line Managers have shared accountability for development of people for business results. Implementation of human resource development will certainly call for constructive participation of all. Human Resource Development, to be effective in the long run, must be spearheaded by those espouse a developmental ideology that is humanistic: those who have faith in the human beings; those who believe in the intrinsic worth of human; those who are urged by an inner fire to help and guide others to grow; those who derive happiness from seeing others scale the ladder of the latter's potentialities. Others should keep their hands off human resource development and content themselves with training and management of human resources. Everybody can and must be the "target" of human resource development. Human resource development people appear to be on the verge of extinction in these days of speeding materialism and individualism. Nevertheless, few and vanishing as they are, these are the people who should be entrusted with the responsibility of human resource development irrespective of their functional status or affiliation. Success of HRD Climate and Culture, can be reviewed and customized only through the studies on employees' perception and attitude towards their working environment.

The reaction of employees' is determined by attitude and perception development by the employees' with in themselves. The attitude and perception have a significant impact on their performance which in turn decides the performance of the organization. There is a necessity for fulfilling the needs and wants of the employees which would be the outcome of their enthusiasm shown by them towards their work



accomplishment. The researcher focuses his study on the perception and attitude of the employees towards Human Resources Development System and practices of Indian Public Enterprises.

Review of Literature

Rebecca R. Kehore and Patrick. M. Wright (2010) a study conducted on the Impact of High-Performance HR Practices on Employees' Attitudes and Behaviors -the study indicates that employees' perceptions of high-performance towards HR practice. The discussion reviews the implications of these results and suggests future directions for research in this vein.

Jennifer L. Schultz, Metropolitan State University and Jeanne L. Higbee, University of Minnesota 2010 in their study on An Exploration of Theoretical Foundations for Working Mothers' Formal Workplace Social Networks: This paper presents a multidisciplinary integrative exploratory review of possible theoretical foundations for working mothers' formal workplace social networks.

Nancy E. Waldec and Zachary M. Leffakis (2005) conducted a study relating to HR Perceptions and the provision of workforce training in an Advanced manufacturing technologies (AMTs) environment: the study indicates that the perceptions of HR managers regarding technology-driven workforce need to explain a large portion of the variance for both individual and process development activities.

Objectives of the Study

The study is conducted with the following objectives:

1. To examine the HRD Climate and Culture followed in Public Enterprises in India.
2. To study the perception of employees towards the HRD Climate and Culture in Indian Public Enterprises, and
3. To offer suggestions and recommendations for successful implementation of HRD Climate and Culture in Indian Public Enterprises.

Hypotheses of the Study

1. There is no significant difference in implications of HRD Climate and Culture among the employees.
2. There is no significant difference in the employees' perception towards HRD Climate and Culture among the employees.

Research Methodology

The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. The population of Permanent Workers Cadre in PSU is 2130 employees. Totally 700 Questionnaires are distributed and 402 are collected, out of which 400 completed questionnaires are found usable.

Frame Work of Data Analysis

The sources of data are primary as well as secondary. The following statistical tools are used in the study:

1. Measures of Central tendency and Measures of Dispersion.
2. Parametric paired and One sample t-test.
3. One-way Analysis of Variance.



4. Factor analysis.
5. Cluster analysis.
6. Correlation analysis
7. non-parametric chi-square analysis.

Results and Discussion

The implications of HRD climate and culture

The implications of HRD Climate and Culture are analyzed with the help of one sample statistics.

Table 1, One-Sample Statistics for the Implications of HRD Climate and Culture

	N	Mean	Std. Deviation	Std. Error Mean
HRD created the atmosphere of trust and openness.	400	4.0263	.87087	.03914
Employee's potential is canalized and utilized properly.	400	3.8808	.82222	.03696
Employees are made to learn through their career.	400	3.8162	.84685	.03806
Frequent training program are organized by the management..	400	3.7596	.79011	.03551
Suggestions of employees are playing vital role in the key decisions of the organizations..	400	3.8263	2.04754	.09203
Promotion policy is refined and well cultured.	400	3.8990	1.25410	.05637
Inter personal relations are increased after the introduction of HRD.	400	3.5596	.96915	.04356
Knowledge of the employees increased considerably.	400	3.8364	.79440	.03571
HRD helps in increasing individual efficiency of the employees.	400	3.7737	.82553	.03710

Source: Computed Data

It is ascertained from the above table that all the mean values are greater than 3 in ranging from 3.55 to 4.02 with their respective standard deviation it is observed that the standard deviation of all the variables are strictly less than 1, this implies the uniformity of the opinions of PSU employees. But the standard deviation of the variables consisting of promotion policy and acceptance of suggestions of employees are found more than 1, so the PSU employees widely oscillate in their opinion about the above variables.



Table 2, One-Sample Test for the implications of HRD Climate and Culture

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	26.218	399	.000	1.02626	.9499	1.1032
2	23.834	399	.000	.88081	.8082	.9534
3	21.442	399	.000	.81616	.7414	.8909
4	21.389	399	.000	.75960	.6898	.8294
5	8.978	399	.000	.82626	.6454	1.0071
6	15.949	399	.000	.89899	.7882	1.0097
7	12.847	399	.000	.55960	.4740	.6452
8	23.424	399	.000	.83636	.7662	.9065
9	20.853	399	.000	.77374	.7008	.8466

Source: Computed Data

From the above table it is observed that t-test values are significantly greater than the test value 3 at 5% level of significance. Inferring that PSU employees agree with the assessment of work and future plan appraisal develops their skill. They strongly agree with the identification of talents. The Employees reasonably concur with the opinion about the periodic evaluation and withstanding future challenges. Thus the Employees believe that the development of their potentiality in the organization is to improve their talents.

Employees' perceptions towards HRD climate and culture followed in PSU

The current status in the organization stands witness to the proposition that employees contribute to the growth of the organization has become an indisputable fact leading to several enactments to ensure organizational climate to employees. The organization balances organizational climate and traditional management and works best to achieve the desired results from the employees. The employees are effectively encouraged where it proves that there is a favorable climate for their development. One Sample T-test is applied on 7 variables of employees' Perception towards HRD Climate and Culture and the following results are obtained.

Table 3, One-Sample Statistics for Employees' Perceptions towards HRD practices

	N	Mean	Std. Deviation	Std. Error Mean
The organization and management policies are acceptable.	400	3.6768	.88199	.03964
Pay and allowances are adequate.	400	3.7899	.93531	.04204
Working environment is favorable.	400	3.7919	.79671	.03581
Training and development programmes are enough to update my skill and knowledge.	400	3.8202	.80861	.03634
Grievance redressal mechanism is sound.	400	3.7131	.93651	.04209
Enough opportunities are available to continue in the organisation.	400	3.8707	.86979	.03909
I perceive, the interpersonal relationship in the organization is encouraging to co-operate.	400	3.7111	.96044	.04317



The table shows that all the mean values are greater than 3 in particular ranging from 3.67 to 3.87 with their respective standard deviation. It is observed that the standard deviation of 7 variables of Organization Development is less than 1 implying the uniformity of the opinion of employees in these 7 variables. But the standard deviation of the variable consists of changes done in favour of employees are found to be more than 1, this connotes that the employees differ enormously in their opinion about the changes in favour of them.

Findings

1. Implications of HRD Climate and Culture

The employees have uniform and positive opinion with regard to atmosphere, utilization of employee's potentiality, training program, inter-personal relationship, increase in knowledge and efficiency of the employees. As far as promotion policy and accepting employee's suggestion, the employees' have negative opinion.

2. Employees Perception towards HRD Climate and Culture in PSU

From analysis, it is found that the employees accept the HRD Climate and Culture in a wholehearted manner.

Suggestions

1. It is suggested that the HR development of PSU should follow acceptable promotion policy.
2. It is also suggested that the employees are to be given enough opportunities to express their views in the development of the organization.

Social relevance of the study

Society comprises of the workers, management, Government and general public. The present study is of much relevance from the point of view of the society. The perception and attitude of the employees determine their work efficiency and in turn it influences the development of any organization. If the workers have positive attitude towards an organization, they will work with enthusiasm. It will contribute the increase in productivity and production of any enterprise which will help develop the workers themselves, organization, Government and general public. The study focuses on the importance of perception and attitude and their implication towards the various organs of society.

Scope for Further Research

Detailed study on the employees' perception and attitude towards HRD Climate and Culture and its impact on individual and organization, opened the fascinating vistas that could be explored analytically for further research. A separate study may be taken to identify the difficulties encountered in implementing HRD Climate and Culture needs in the organizations in Indian context. A comparative study is advisable between HRD Climate and Culture in the public and private sector organization to ascertain various technologies involved in the suitable climate conversion process.

Conclusions

The present study focuses on the identification of the HRD Climate and Culture, their implications, perception and attitude of the employees towards HRD Climate and Culture implemented by PSU. Further the study is being carried out with collection of review of literature and relevant information collected from the employees of PSU. On the basis of the results obtained from the study, it is found that



the HRD Climate and Culture followed by PSU have deep impact on workers psychology and motivate the workers towards their job in a commendable manner.

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