

## HRD climate and its effects on employee's performance in Bhel, Tirucharappalli

<sup>1</sup> N Sivakumar, \*<sup>2</sup> Dr. L Pandiyan

<sup>1</sup> Research Scholar, Department of Commerce, Annamalai University, Annamalai Nagar, Tamil Nadu, India

<sup>2</sup> Assistant Professor, Department of Commerce, Directorate of distance education, Annamalai University, Annamalai Nagar, Tamil Nadu, India

### Abstract

Human Resource Development (HRD) Climate is a concept proposed by Rao and Abraham to explain the environment provided by organizations for the learning and development of its employees. This includes both the policies and practices for HRD in an organization. The main objectives of the study are Human Resource Development Climates and its Effects on Employees Performance in Bharat Heavy Electronics Limited, Tirucharappalli. The purpose of the study primary data was collected from 400 employees' working in Bharat Heavy Electronics Limited who was selected at simple random methods. He developed an instrument to measure the HRD Climate consisting of 38 items by dividing them into three categories are General Climate, second one is HRD mechanism and OCTAPAC Culture. The study found that the HRD climate perceived by the respondents is mostly favorable in majority situation. The General Climate variables that 'The top management of this organization goes out of its way to make sure that employees enjoy their work', 'People in this organization are helpful to each other are very good perceptions. HRD Mechanism variable like 'Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.' and 'Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism' are moderate level so, personal management department concentrate its.

**Keywords:** BRIC nations, MNC, knowledge based age, challenges strategies, growth, Success

### 1. Introduction

Human Resource plays an active role in the modern economic scenario of any country and their development in the organizational context is a process by which the employees of an organization are helped in a continuous and a planned way to: (a) acquire or capabilities required to perform various functions associated with their present. (b) develop their general capabilities as individuals, exploit their own inner potentials organizational development processes; and (c) develop an organizational culture in which supervisor-subordinate relationships, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation of employees. Climate is helpful in the committed goals of an individual, organization and society. It increases the capabilities and efficiency of an individual which is likely to reflect itself in the long run in the well-being of the individual good reputation of the institution and ultimately the well-being of the society. However, the nature of efforts and investments in developing human resources may vary from organization to organization depending on its need, nature of capabilities the organization wants to build up, the change process, size of the organization etc.

#### 1.1 Measurement of the Present Construct

Human Resource Development (HRD) Climate is a concept proposed by Rao and Abraham (1986) <sup>[5]</sup> to explain the environment provided by organizations for the learning and development of its employees. This includes both the policies and practices for HRD in an organization. He developed an instrument to measure the HRD Climate consisting of 38 items by dividing them into three categories i.e., the first category is General Climate, second one is HRD mechanism such as

training, performance appraisal, potential appraisal, organization development, feedback, and performance coaching, career planning, rewards, employee welfare, quality of work life and human resource information systems and the third category is OCTAPAC Culture such as Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration.

#### 1.2 Review of Literature

Mittal and Verma (2013) <sup>[2]</sup> examined employees' perceptions of HRDC in the SBI Bank in Bhopal. The employees have a favorable attitude towards HRD Policies and practices of the organizations. Srimannarayana (2007) found that a good HRDC existed in a Dubai bank and Athreya (1998) <sup>[1]</sup> maintains that HRD system that supports a positive HRDC leads to a more effective existing systems and enables organizations to be more receptive to new HR practices. In a study by Mohanty, *et al.*, (2012) <sup>[3]</sup> HRDC was found to have a positive influence on job performance of the employees of private insurance companies in Odisha. Parker, *et al.*, (2003) <sup>[4]</sup> finds that employee perception of the work environment drives work attitudes and performance. The perception of employees is very important because of its attitudinal and behavioral consequences (Schneider *et al.*, 2000) <sup>[6]</sup> with impact on organizational success.

#### 1.3 Objectives of the Study

The main objectives of the study are the Human Resource Development Climates in Bharat Heavy Electronic Limited, Thirucharappalli.

**2. Methodology**

The purpose of the study primary data was collected from the employees’ of Bharat Heavy Electronics Limited, Tirucharapalli using structure questionnaire. The target sample respondents for the study are executives, supervisors and workers in the Selected Organization. The sample size for the study was 400 respondents (employees) who were selected at simple random sampling methods. The sample has been selected to include the views of the respondents’ at all hierarchical levels. The collected data was analyzed using mean and standard deviation.

**2.1 Analysis and Interpretation**

Human Resource Development Climate by opinion of employees in Bharat Heavy Electronic Limited, Trichy is measured in the following manner. The levels of categories are very good, good, moderate, Poor and Very Poor. If the value of mean score is more than 4.50 as considered Very Good, mean score between 3.50 to 4.50 is considered Good, mean score between 2.50 to 3.50 is considered Moderate level, mean score between 1.50 to 2.50 is considered Poor and mean score below 1.50 is considered Very Poor.. The results are presented in the following Tables.1.

**Table 1: General Climate**

S. No	Variable	Mean	Std. Deviation
1	The top management of this organization goes out of its way to make sure that employees enjoy their work.	4.64	0.890
2	People in this organization are helpful to each other.	4.57	0.811
3	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their supervisors.	3.30	1.251
4	The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	3.91	0.935
5	Development of the subordinates is seen as an important part of their job by the managers/officers here.	3.59	1.134
6	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	3.54	1.094
7	Managers in this organization believe that employee behavior can be changed and people can be developed at any stage of their life.	3.81	0.852
8	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.	3.96	0.965
9	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.98	0.920
10	The personnel policies in this organization facilitate employee development.	3.25	1.088
11	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.26	1.205
12	Senior officers/executives in this organization take active Interest in their juniors and help them learn their job.	3.40	1.21
13	The top management of this organization makes efforts to identify and utilize the potential of the employees.	3.67	0.951
	Over all	3.76	1.023

An observation of the Table 1 indicates that the respondents opinion towards overall general climate in the Organization are Good with mean score 3.76 standard deviation 1.02 (mean =, >= 3.50 and < 4.50, the range for Good climate) and Very good with ‘The top management of this organization goes out of its way to make sure that employees enjoy their work’, ‘People in this organization are helpful to each other, (Mean =, >= 4.50 the range for Very Good) associated with their General climate variables. Regarding ‘The personnel policies in this organization facilitate employee development’, ‘Employees in

this organization are very informal and do not hesitate to discuss their personal problems with their supervisors’ and ‘The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees’. (Mean values being in between 2.50 and 3.50, the range for Fair) relative to their general climate factors in the organization are moderate level. So, it is found that the general Human Resource Development Climate in in the organization are good.

**Table 2: HRD Mechanism**

S. No	Variable	Mean	Std. Deviation
1	People in this organization do not have any fixed mental impressions about each other.	3.92	0.961
2	When any employee makes a mistake his/her supervisors treat it with understanding and help him/her to learn from such mistakes rather than punishing him/her or discouraging him/her.	3.85	0.904
3	Weaknesses of employees are communicated to them in a non-threatening way.	3.69	0.998
4	When behavior feedback is given to employees they take it seriously and use it for development.	3.86	1.021
5	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	3.21	1.184
6	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	3.85	0.992
7	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	3.50	1.148
8	When an employee does good work his/her supervising officers take special care to appreciate it.	4.54	0.851
9	Employees are sponsored for training programmes on the basis of genuine training needs.	4.03	0.807
10	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.98	0.920

11	Promotion decisions are based on the suitability of the promote rather than on favoritism.	3.80	0.994
12	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism.	3.36	1.160
13	Employees are encouraged to experiment with new methods and try out creative ideas.	3.91	0.885
14	When Employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.	3.49	1.09
15	Employees returning from training programmes are given opportunities to try out what they have learned.	3.74	1.231
	Overall	3.78	1.010

Table 2 indicates that the respondents opinion towards HRD Mechanism in the Organisation are Good with mean score 3.78 standard deviation 1.01 (mean =, >= 3.50 and < 4.50, the range for Good climate). Regarding ‘Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers colleagues.’, ‘There are mechanisms in this organization to reward any good work done or any contribution made by employees.’ ‘Performance appraisal

reports in our organization are based on objective assessment and adequate information and not on favoritism’ and ‘When Employees are sponsored for training, they take it seriously and try to learn from the programmes they attend’ (Mean values being in between 2.50 and 3.50, the range for Fair) relative to their general climate factors in the organization are moderate level. The study found that the Human Resource Development mechanisms in the organization are good level.

Table 3: OCTAPAC

S. No	Variable	Mean	Std. Deviation
1	Employees are not afraid to express or discuss their feelings with their subordinates.	3.46	0.97
2	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	3.80	1.067
3	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	3.85	0.942
4	Career opportunities are pointed out to juniors by senior officers in the organization.	3.96	0.847
5	The organization’s future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	3.84	0.976
6	People trust each other in this organization.	3.82	0.997
7	Employees are not afraid to express or discuss their feelings with their superiors.	3.77	0.976
8	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	3.75	1.000
9	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	3.32	1.033
10	Team spirit is of high order in this organization.	3.72	1.192
	Overall	3.73	1.000

Table 3 indicates that the respondents opinion towards OCTAPAC Culture in the organization are Good with mean score 3.73 standard deviation 1.00 (mean =, >= 3.50 and < 4.50, the range for Good climate) except ‘Employees are not afraid to express or discuss their feelings with their subordinates’ and ‘When seniors delegate authority to juniors, the juniors use it as an opportunity for development’ (Mean values being in between 2.50 and 3.50, the range for Fair) relative to their OCTAPAC climate factors in the organization are moderate level. So, it is found that the Human Resource Development OCTAPAC Culture in the organizations good level.

Table 4: HRD Climate

S. No	Variable	Mean	Std. Deviation
1	General climate	3.76	1.023
2	HRD Mechanism	3.78	1.010
3	OCTAPAC	3.73	1.000
	Over all	3.76	1.011

Table 4 reveals that the respondents opinion towards overall HRD climate in the organization are Good with mean score 3.76 standard deviation 1.011 (mean =, >= 3.50 and < 4.50, the range for Good climate) but HRD Mechanism more perception compared with General climate and OCTAPAC Culture in the organization. So, it is found that the Overall Human Resource Development climate in in the organization is good level.

3. Conclusion

HRD climate is an important concept considered in industries for the past two decades. The implementation of HRD sub-systems may create a favorable attitude on the part of the employees towards it. A consolidated view of respondents towards HRD practices is termed as HRD climate. The findings of the study make it clear that the HRD climate perceived by the respondents is mostly favorable in majority situation. The General Climate variables that ‘The top management of this organization goes out of its way to make sure that employees enjoy their work’, ‘People in this organization are helpful to each other are very good perceptions. HRD Mechanism variable like ‘Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.’ and ‘Performance appraisal reports in our organization are based on objective assessment and adequate information and not on favoritism’ are moderate level so, personal management department concentrate its.

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