

An Empirical Study of Factors that Influence HRD Climate in Public Sector Industries

K.M. Savitha, Dr.A. Martin Jayaraj

***Abstract---** Human Resource Development (HRD) has the origin of human resource management, which includes the training of employees. Human resource development involves training the employees and making them learn new skills, which are beneficial for their development. For any kind of organisation human resource is essential. It has various capabilities and potential, when compared to other resources. Human resource potential can be effectively utilized, only when the organisation climate is conducive to the development of employees.*

This made the researcher conduct "An Empirical study of factors that influence the climate of Human Resource Development in Public sector industries". The researcher has framed the conceptual framework which includes factors like Manager Support, Openness, Team spirit and working environment. The researcher also distributed HRD climate questionnaire among the respondents and inferred that the HRD climate is moderate.

***Key Words---** HRD climate, Public Sector.*

I. INTRODUCTION

HRD climate is an indication of employee motivation and individual competence. Research has been conducted know HRD climate using various tools and techniques. The perception about the organisation, setting of organisation's goals and decisions being carried out are based on formal and informal systems. A combination of both formal and informal systems creates the perception called organisational climate. The climate depicts the internal environment of the organisation, employees' commitment, individual development and teamwork, which result in the development of the organisation. It is the atmosphere, which helps the individual to improve his morale and attitude.

HRD climate emerged from the concept of Organisational climate. It can also be inferred as the perception of employees towards the organisational environment. The characteristics of organisation climate focus on treating the employees at all levels as vital resource. The other important role of the organization is to develop the competence of the employees. Trust in the employees is required to develop new skills and attitude at all levels in the organisation. There is a need to have an open communication assigning more encouraging and challenging tasks.

A positive HRD climate is the outcome of trust, which will be helpful in getting the cooperation of the employees. It will promote team spirit and discourage bias and favouritism paving the way for setting effective personnel policies.

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II. OBJECTIVES

- To develop the conceptual framework by identifying various factors and its influence on HRD climate.
- To analyse the impact of factors influencing HRD climate in Public sector industries.

III. LITERATURE REVIEW

- Swarajya, Laxmi (2005), published a book, titled, “Human Resource Development in the Public sector of Andhra Pradesh”. The study focussed on the problems being experienced in the implementation of the HRD programmes, and measured the attitude of the employees towards them. The outcome of the study was that no remarkable steps had been taken by the organisation in developing skills, competence, attitude and career planning.

- Alphonsa (2006) conducted a study on HRD climate in various organisations. The study showed that there was a strong association between Human Resource climate and organisation effectiveness. Organisational effectiveness will result in organisational development, which is highly essential.

- Lyon and Ivan Vick (2007) conducted a study on HRD climate in 14 different organisations and found that the climate varied according to hierarchy. They also found that the people at a higher level were friendlier enjoying autonomy and more creative in promoting things than people at the lower level. It showed that hierarchy played a vital role in HRD climate and was one of the influencing variables too.

- Srimannarayana. M (2007), conducted a study among small trading units at Dubai. His studies included general HRD climate, HRD mechanism and OCTAPAC culture. The study insisted that HR practices like training and performance appraisal were found to be matured practices rather than career planning. HRD climate found in small trade units was average and it was suggested that fair employee welfare programmes and an effective reward system had to be imparted to gain a competitive advantage.

- Tripathy (2008) found that competitive advantage could be achieved through sound HRD practices. Culture, Competence and Commitment are the three factors essential for good HRD practices. He insisted that HRD practices influenced the financial performance indicators of the organisation.

- Pillai Prakash R (2008) in his article titled, “The influence of Human resource Development climate on the Bank employees’ learning orientation”, found that there was strong influence of HRD climate on the Bank employees’ learning orientation. The outcome of the study indicated that the orientation level of learning was found to be influenced by the learning climate in the organisation.

- Saini R.R.(2010) conducted a case study on HRD in UCO Bank. The study analysed the perception of the employees towards the HR policies and procedures. It was found that the managers were unaware of sound human resource practices and HRD system. Awareness of HRD practices is essential for better organisational development.

- Solkhe and Chaudhry (2010) conducted a study in public sector undertakings to assess the HRD climate. The study showed that managers had a positive attitude towards HRD practices, when compared to middle level executives, clearly indicating the need of imparting knowledge about HRD climate among the middle and junior level executives.

- Tahir (2013) suggested that top management had to provide support, resources and time towards HRD climate. He further argued that openness and confrontation were very minimal in companies.

IV. RESEARCH METHODOLOGY

Population

The population of the study is 26430, which include the permanent employees of the public sector - manufacturing and processing industries of Karnataka state, namely HMT, ITI and Petrochemicals Limited, Karnataka.

Methods of Data collection

The data were collected using the pre-tested questionnaire of survey on Human resource Development climate, framed by Venkateswara Rao and Abraham.

Sampling technique

Researcher has adopted simple random sampling technique for the study. The sample size is determined using Cochran's formula and it is 150.

Tools used for Data Analysis

The data were analysed using SPSS and AMOS, based on which interpretation is drawn.

V. RESULTS AND DISCUSSIONS

1.1 Opinion of the respondents towards HRD climate

S. No	Criteria	No of respondents	% of respondents
1.	Not at all true	3	2
2.	Rarely true	21	14
3.	Sometimes true	69	46
4.	Mostly true	50	33
5.	Always true	7	5
	Total	150	100

From the above tabular column, various responses from employees are combined to measure the HRD climate, which may form the basis of changes in the organization's HRD practices. The opinions of the respondents are analysed and the percentage of all the responses are mentioned above. The analysis outcome shows that 5% of the respondents found the HRD climate statements to be always true, and 33% mostly true and 46% sometimes true. 14% of the respondents consider the statements rarely true, and a very low percentage (2%) not at all true. It can be concluded from the above analysis that the HRD climate in this research study is moderate and neither good nor bad.

1.2 Conceptual framework model

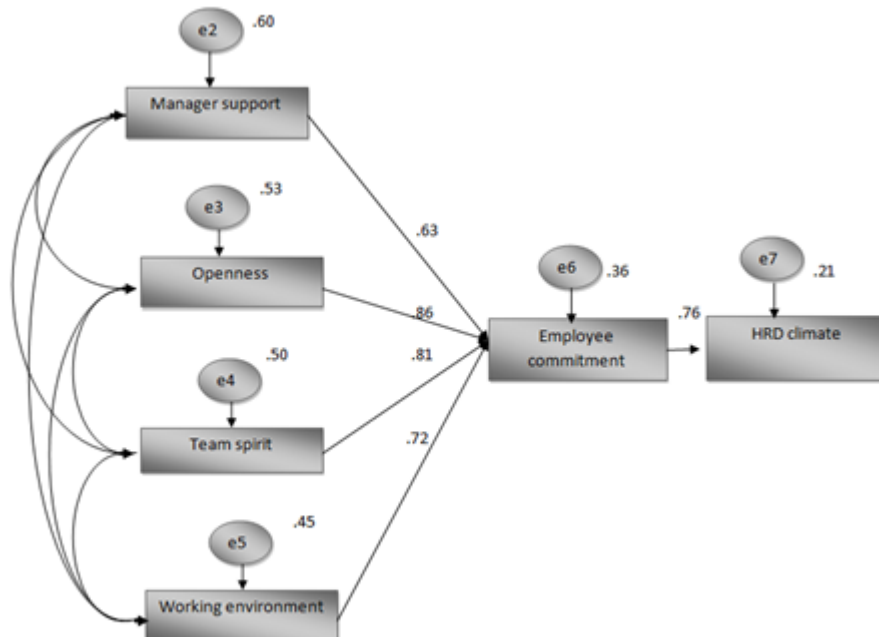


Fig 1: AMOS conceptual framework fitness

The researcher has developed the conceptual framework based on various literature reviews, and the HRD climate factors identified are Manager support, Openness, Team spirit, and working environment. The conceptual model fitness is measured using AMOS, where the model is found to be fit and the output table is given below:

Model Fitness

RMR, GFI

Model	R MR	G FI	A GFI	PGFI
Default model	0. 046	0. 959	0. 934	0.593
Saturated model	0. 000	1. 000		
Independence model	0. 362	0. 372	0. 233	0.304

Comparisons

Model	NF I Delta1	R FI rho1	IF I Delta2	T LI rho2	C FI
Default model	0.9 59	0. 946	0.9 77	0. 970	0. 977
Saturated model	1.0 00		1.0 00		1. 000
Independence model	0.0 00	0. 000	0.0 00	0. 000	0. 000

RMSEA

Model	RM SEA	L O 90	H I 90	PCL OSE
Default model	0.05 9	0.0 41	0. 077	0.201
Independence model	0.33 7	0.3 24	0. 350	0.000

From the above output, as the values of GFI and AGFI are 0.959 and 0.934 respectively, which is greater than 0.9 and RMSEA value is less than 0.1, which 0.059, 90% of the model is fit. It has identified Manager Support, Openness, Team spirit and working environment as factors that contribute to HRD climate.

VI. CONCLUSION

It can be concluded from the study that the factors influencing HRD climate are Management Support, Openness, Team spirit and Working environment. It is also suggested that these require more focus for an effective HRD climate of the select public sector industries. It has been inferred that the HRD climate is moderate. Future study can be conducted for different service sectors in different regions for further development.

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