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Human Resources Development Climate: An Empirical Study

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***Abstract*— An organisation's success is determined by the skills and motivation of the employees. Competent employees are the greatest assets of any organisation. Given the opportunities and by providing the right type of climate in an organization, individuals can be helped to give full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources.For this purpose a congenial HRD climate is extremely important. Thus, an optimal level of HRD Climate is essential for facilitating HRD. The study is aimed at assessing the extent of Developmental climate prevailing in manufacturing and software organizations in India and also comparative analysis. For the purpose of the study, primary data is collected from 100 employees of various software and manufacturing organization through a structured questionnaire. The study revealed that the three variables: General Climate, HRD Mechanisms and OCTAPAC culture are better in software organizations compared to manufacturing. The findings indicate significant difference in the developmental climate prevailing in software and manufacturing organisations.**

***Keywords*—Human Resource Development Climate, OCTAPAC Culture, HRD Mechanisms**

I. INTRODUCTION

Human resource development in the organizational context is a process by which the employees of an organization are helped in a continuous, planned way to: (a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (b) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or 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 and pride of employees[1]. The positive HRD climate renders the existing systems more effective and makes the organizations more receptive to the introduction of relevant additional system [2]. Organizations differ in the extent to which they have these tendencies. Some organizations may have some of these tendencies, some others may have only a few of these and a few may have most of these. Recognising the importance of HRD climate, Center for HRD, Xavier Labour Relations Institute (XLRI) developed 38-item HRD climate questionnaire to survey the extent to which development climate exists in organizations. These 38 items assess General climate, OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity and Collaboration) culture and implementation of HRD mechanisms.

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II. LITERATURE

HRD climate can be grouped as General climate, OCTAPAC culture and HRD mechanisms. A review of literature indicates that HRD climate exists in various organizations. But a study of 52 organisations shows that the average extent of climate was about 54% in these organizations which is rather low [3]. An optimal level of development climate is essential for facilitating HRD activities. Various studies indicate the introduction and development of HRD programmes in Indian organizations including Larsen and Aoubro Ltd. [4], Crompton Greaves Ltd. [5], Voltas Ltd. [1], Indian Oil Corporation [6] etc. found that HRD is practiced more in public sector than in private sector industries [7]. In an analysis of 14 large public and private sector organization it is found that only three of them did not have separate HRD department [8].

An organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them [8]. Venkateswaran [9] found that, to a large extent, a favourable HRD climate was prevalent in a public sector undertaking in India. Srimannarayana [10] identified below average level of HRD climate in a software organisation in India. HRD climate was significantly more developmental in IT industry when compared to the automobile industry [11], good in a private sector undertaking in India [12], highly satisfactory in engineering institutes in India [13], moderate in Dubai organisations [14], and banks [15], and moderate in the organisations in India [16]. Moran and Volkwein have given a newer approach (Cultural approach) to organizational climate, which proposes that organization climate arises from inter-subjectivity of members as they interact within a context estabilished by an organisation's culture [17]. They state that climate operates at levels of attitudes and values, while culture operates at these levels as well as at the level of basic assumptions. Pattanayak [18] states that HRD Climate affects performance in three ways: a) by defining the stimuli that confronts the individual; b) placing constraints on the individual's freedom of choice; and c) providing source of reward and punishment. Gonzalez [19] states that companies must realize that the "... health of the organizational climate will determine their ability to sustain high performance".

Research has identified statistical correlations between specific elements in the organizational climate and four performance measures, profitability, customer loyalty, productivity and employee retention. It is found that there are significant differences between the executives of the old and new public sector organisations on a number of Organisational Role Stress (ORS) as well as Quality of Work Life (QWL) dimensions. Based on the findings, HR solutions have been suggested [20]. Studies linking climate and performance claim that when employees perceive greater involvement in decision-making, information sharing and management support as favourable it results in greater corporate effectiveness [21-24] . Purang, Pooja [25] found a positive relationship between the ten dimensions of HRD Climate and Organisational Commitment . The review of literature highlights the important role played by HRD Climate in the successful performance of organizations.

III. Need For The Study

A congenial HRD climate is extremely important for the ultimate achievement of the business goals. In the Indian context, type of organization influences the culture prevalent in the organization. Since climate is an outcome of culture, this study attempts to compare the HRD climate in Software and Manufacturing organizations. The present study is an attempt to assess the extent of HRD climate prevailing in software and manufacturing organizations and to compare the HRD climate between two types of organizations. A 38-item HRD climate questionnaire has been grouped into three categories: 1) General climate; 2) OCTAPAC culture; and 3) HRD mechanisms. The general climate items deal with the importance given to the Human resources development in general by the top management and line managers. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, pro-activity, authenticity and collaboration are valued and promoted in the organization. The items dealing with HRD mechanisms measure the extent to which HRD mechanisms are implemented seriously.

IV. Methodology

Employees belonging to the software and manufacturing organizations constituted the respondents of the study. The Questionnaire was administered to 100 respondents from various organizations taking into consideration availability of employees and their interest to give responses to the questionnaires. Since the questionnaire used a five-point scale (5-almost always true, 4-mostly true, 3-sometimes true, 2- rarely true, 1- not at all true), a average scores of 3 and around indicate a moderate tendency on the dimension existing in the organization, while scores around 4 indicates a fairly good degree of the dimension existing in the organization. In order to make interpretations easy the mean score were converted into percentage score using the formula Percentage score = (mean score-1) x 25. This assumes that a score of 1 represents 0 percent, of 2 represents 25 percent, of 3 represents 50 percent, of 4 represents 75 percent, and of 5 represents 100 percent. Thus, percentage score indicate the degree to which the particular dimension exists in the company out of the ideal 100. In order to test the credibility of the work the relevant quantitative techniques such as analysis of average mean score, analysis of standard deviation and application of z-test have been adopted.

V. Analysis

The analysis is done based on the responses of the sampled employees working in software and manufacturing organizations on the three categories of HRD climate: General Climate, OCTAPAC culture and HRD mechanisms.

A. General HRD climate

In order to assess general HRD climate prevailing in the organizations, 13 items were identified from the questionnaire and the scores on responses of the sampled employees in the organizations have been calculated. Means and percentage score of Software and Manufcturing under study have been presented in Table-1. It is found from the table that the overall mean scores for these 13 items put together is 3.65 (Percentage score 66) in software organizations and 3.36 (percentage score 59) in manufacturing organizations on a 5-point scale. Thereby it can be stated that the general HRD climate prevailing in the Software is good and average in manufacturing organizations.

Table-1: GENERAL CLIMATE

Item No.	Software Organisations		Manufacturing Organisation	
	Mean	(%)	Mean	(%)
1.	3.40	60	3.00	50
2.	3.64	66	3.34	59
3.	3.52	63	3.62	66
4.	3.50	63	2.96	49
5.	3.58	65	3.58	65
6.	3.58	65	3.40	60
7.	3.48	62	3.46	65
8.	3.64	66	3.24	56
9.	3.86	72	3.56	64
10.	3.98	75	3.34	59
11.	3.84	71	3.14	54
12.	3.74	69	3.78	70
13.	3.64	66	3.28	57
Average	**3.65**	**66**	**3.36**	**59**

The important factors contributing highly to general climate in software organizations seems to be that the psychological climate in their respective organizations is very conducive to an employee who is interested in developing himself in acquiring new knowledge and skills; people in the organization are helpful to each other; and employees are very informal and do not hesitate to discuss their personal problems with their supervisors. The other dimensions contributing to general climate on which the organizations surveyed, scored better (percentage score more than 60).

While in manufacturing organizations, the seniors guide their juniors and prepare them for future responsibilities and roles they are likely to take up (item 12) has scored excellent (with percentage 70) . The other factors on which the manufacturing organizations surveyed scored good (a percentage score 60-70) included: development of subordinates; seniors interest to help subordinates learn their job and acquire competence; and people's help to each other.

The dimensions like enjoyment of employees in performing their jobs; management's belief about the importance and the treatment of human resources; manager's belief about the development of people at any stage of their life; investment to ensure development of employees, employees feeling to discuss their personal problems with their supervisors; and conducive psychological climate in their organization, appeared to be at average level (percentage 50-60). The other impediment seems to be lack of personnel policies to facilitate employee development (mean value 2.96, percentage score 49).

It is found from the study that the general climate in software organizations is better than the manufacturing organizations. The dimensions contributing to general climate in software organizations appeared to be better i.e. percentage score more than 60, while in manufacturing organizations some dimensions scored better and other dimensions have been scored at average and below average level. Thus, it can be stated that the general climate prevailing in software organizations seems to be better than the manufacturing organizations.

B. HRD Mechanisms

Implementation of HRD mechanisms such as training, performance appraisal and feedback, potential appraisal, career planning, rewards and employee welfare has been examined in the units under study. In the questionnaire, 15 items were identified which deal with the implementation of HRD mechanisms. Means and percentage score for HRD Mechanisms for the units under study has presented in Table-2. The responses of all these items put together indicated that a high degree of implementation of HRD mechanisms with 71 percent in software organizations and good degree of implementation with 62 percent in manufacturing organizations.

Table-2:HRD MECHANISMS

Item No.	Software Organisations		Manufacturing Organisation	
	Mean	(%)	Mean	(%)
14	3.90	73	3.60	65
15	3.92	73	3.80	70
16	3.54	64	4.00	75
17	3.84	71	3.92	73
18	3.80	70	3.06	52
19	3.50	63	1.72	18
20	3.64	66	3.18	55
21	3.68	67	3.48	62
22	3.80	70	3.66	67
23	4.10	78	2.88	47
24	4.04	76	4.26	82
25	4.52	88	3.82	71
26	4.10	78	3.68	67
37	3.54	64	3.44	61
38	3.78	70	3.52	63
Average	**3.85**	**71**	**3.47**	**62**

HRD mechanism-wise analysis is presented below.

1. Training

Training is one of the most important functions that directly contribute to the development of human resources. In the software organizations a good number of respondents of the study expressed that when employees in their units were sponsored for training, they took it seriously and tried to learn from the programmes they attended (mean score 4.04, percentage score 76); employees returning from training programmes were given opportunities to try out what they had learnt (mean score 4.52, percentage score 88); and employees were sponsored for training programmes on the basis of genuine training needs (mean score 4.1, percentage score 78). Whereas in manufacturing organizations employees expressed that when employees in their units were sponsored for training, they took it seriously and tried to learn from the programmes they attended (mean score 4.26, percentage score 82); employees returning from training programmes were given less opportunity to try out what they have learnt (mean score 3.82, percentage score 71) compared to response in software units; and employees were sponsored for training programmes on the basis of genuine training needs (mean score 3.68, percentage score 67).

The study shows that implementation of training is excellent in both the organizations under study with mean value 4.01 and percentage score 81 percent in software and mean value 3.81 and percentage score 73 percent in manufacturing organizations. Thus it can be concluded that the training dimension is highly implemented in software organizations.

2. Performance Appraisal and Feedback

Performance appraisal consists of a framework of planned goals, standards and competence requirements and plays an important role in integrating the individual's needs with the organizational needs [26]. Performance appraisal of some type is practiced in most organizations all over the world. A good number of respondents in two different organisations mentioned that the performance appraisal reports in their units were based on objective assessment and adequate information and not on favouritism; weaknesses of employees are communicated to them in a non-threatening way and feedback communicated is taken by the employees seriously and used it for development have been scored better i.e. percentage score more than 60. In software organizations majority of the respondents expressed that employees take pains to find out their strengths and weaknesses from their supervising officers or colleagues. But the negative point appeared to be that employees in the manufacturing organizations take less efforts to find out their strengths and weaknesses from their supervising officers or colleagues (with mean value 2.88, percentage 47). Thus the overall score to performance appraisal and feedback put together has been scored 3.85, percentage score 72 in software and mean score of 3.49, percentage score 63 in manufacturing units under study. This indicates an excellent implementation of performance appraisal and feedback mechanisms in software and a good implementation in manufacturing concerns.

3. Potential Appraisal and Career Planning

In organizations that subscribe to HRD, the potential

(career enhancement possibilities) of every employee is assessed periodically [1]. Such assessment is used for developmental planning as well as for placement. Pareek, Udai and Rao in their discussions of potential appraisal say that in most Indian organizations, the normal practice is to promote people on the basis of past performance [27]. Most young executives coming to organizations are career minded, ambitious and looking for fast growth [28].

In software units the normal practice is to promote people on the basis of suitability rather than favouritism; and employee development through job rotation have been scored excellent (more than 70 percent). Efforts taken by the supervisors to encourage employees to innovate new ways has been rated as good. While in manufacturing organisations, career planning and development and promoting the employees have rated as good and average. The negative impediment is that the employees are not encouraged to experiment with new methods and try out creative ideas (mean 1.72, percentage 18). Thus the overall score of all the items pertaining to this dimension put together has been calculated as 3.70 in software and 3.0 in manufacturing concerns, which indicates a good implementation in software and an average implementation of potential appraisal and career planning. Software organizations have scored better on potential appraisal and career planning than manufacturing organisations.

4. Rewards and employee welfare

Rewarding employee performance and behaviour is an important part of HRD. Organizations with better learning, training and development systems, reward and recognition, and information systems promoted human resource development climate [29]. The study indicated that the mechanisms in both the organizations to reward any good work done or any contribution made by employees; supervising officers efforts to take special care to appreciate an employees who does good work has been secured good (percentage 67 and 69 percent) in software and manufacturing organizations. The employee welfare is also implemented in both types of organizations to an above average extent. This indicates a good implementation of rewards and employee welfare mechanism.

Overall, it is found that training secured high compared to performance appraisal and feedback, potential appraisal and career planning, and rewards and employee welfare. Thus it appears that training is highly implemented while the other mechanisms of HRD are implemented good.

C. OCTAPAC Culture

In order to study OCTAPAC culture 10 items were identified from the questionnaire and the scores on the responses of the sampled employees in the organizations have been calculated and presented in table-3. The overall OCTAPAC culture in the organizations under study appeared to be good with 70% (mean score: 3.80) in software organizations and in manufacturing organizations to be above average with 64% (mean score 3.56).

Table-3: OCTAPAC CULTURE

Item No.	Software		Manufacturing	
	Organisations		Organisation	
	Mean	(%)	Mean	(%)
27	3.84	71	3.68	67
28	3.92	73	3.78	70
29	4.06	77	3.48	62
30	3.86	72	3.78	70
31	3.90	73	3.5	63
32	3.72	68	4.00	75
33	3.84	71	3.00	50
34	3.78	70	3.32	58
35	3.36	59	3.58	65
36	3.74	69	3.50	63
Average	**3.80**	**70**	**3.56**	**64**

In software organizations, respondents expressed very positively that the employees in their respective organizations are very informal and do not hesitate to discuss their personal problems with their supervisors and also the employees are not afraid to express or discuss their feelings with their subordinates. OCTAPAC culture in software organizations under study scored good and high (on 5-point scale) except proactivity (59 percent) , which indicate a high degree of OCTAPAC culture existing in the organization. This appears that openness, confrontation, trust, autonomy, pro-activity, authenticity, and collaboration are present which facilitate HRD in the organizations.

In the manufacturing organizations under study, openness and proactivity scored excellent (a percentage score of 70 on an average) while trust, autonomy and authenticity have scored between 4 - 3 (on 5-point scale) which indicate a moderate tendency existing in the organization. Collaborative and confrontation have been scored average of 54 percent.

The study indicates that OCTAPAC culture in software organizations seems to be high degree of existence, while in manufacturing organization some dimensions of OCTAPAC culture appears to be below average and poor. Thus it can be stated that the OCTAPAC existing in the software organizations under study is better than the manufacturing organizations. There is a good deal of scope for improvement in the manufacturing organizations.

VI. Comparative Analysis – Software Vs.Manufacturing Organisation

In comparison, it was observed that the units that engaged in software provide HRD climate with an overall percentage of 69% (mean score 3.77) and the manufacturing organizations (62 percentage score, mean score 3.46). This means that good HRD climate was prevalent in the units surveyed. Table-4 shows the Average Mean Score (AMS), standard deviation and and z-value of the variables: General Climate, HRD Mechanisms and OCTAPAC of Software and Manufacturing organisations.

Table-4: Comparative Analysis of HRD Climate

Variables	Software		Manufacturing		Z-Value
	AMS	SD	AMS	SD	
General Climate	3.65	0.17	3.36	0.24	6.97*
HRD Mechanisms	3.85	0.27	3.47	0.60	4.08*
OCTAPAC	3.80	0.18	3.56	0.28	5.10*

Overall HRD Climate	**3.77**	**0.10**	**3.46**	**0.10**	**15.5***

* Significance at .01 level
AMS=Average Mean Score, SD = Standard Deviation

The Table-4 shows that the general climate for Software with a average mean score of 3.65 is better than manufacturing organisations, which is estimated at 3.36. The average mean score as regards the HRD Mechanisms and OCTAPAC culture for Software have been computed at 3.85 and 3.80 respectively. But in the case of manufacturing organisation, the extent is much below in these two variables which have been calculated at 3.47 and 3.56 respectively. It is also exhibited from the table that the extent of HRD mechanisms and OCTAPAC is better than General Climate in Software, while in manufacturing the position of OCTAPAC culture is slightly better than HRD Mechanisms and General Climate. It is also inferred from the table that all variables in Software is better than manufacturng organisations under study. There is clear from the average mean score that the overall HRD climate for Software is better than Manufacturing.

The overall average mean score of HRD climate for Software and Manufacturing has been computed at 3.77 and 3.46 respectively. The standard deviation of overall HRD climate for both organisations has been estimated at 0.10 and 0.10. The z -value of overall HRD climate for both software and manufacturing has been worked out at 15.5which is highly significant at .01 level. Since, the computed value of z = 15.5 is more than the critical value of z = 2.58 at 1% level of significance, therefore, the hypothesis is rejected. Hence, there is a significant difference between the extent of HRD climate prevailing in software and manufacturing organisations. The above results show that the HRD climate for Software is better than Manufacturing organisations.

Lack of team spirit, little concern for employee welfare, a general indifference on the part of the management, absence of personnel policies, ambiguity on career opportunities in the unit, little encouragement to experiment with new ideas and absence of openness seems to be the factors responsible for the average level of HRD climate in the manufacturing organizations. On the other hand the factors responsible for a better climate in software organizations seemed to be effective implementation of HRD mechanisms such as performance appraisal and feedback, training and reward system. In addition, top managements concern for employee development and line manager's support also contributed towards creation of better climate in these units. In the case of software organizations, OCTAPAC culture, particularly openness and cooperation appeared and team spirit to be very high.

VII. Conclusion

Employees are the valuable assets of any organisation. The present study is an attempt to contribute to a better understanding of the HRD climate prevailing in software and manufacturing organizations and to make a comparative analysis to understand whether they have samedegree of HRD climate or not. The general climate, HRD Mechanisms and OCTAPAC culture are better in software organizations compared to manufacturing. From the comparative analysis, it is concluded that there is a significant difference in the HRD climate of software and manufacturing organizations. Based on the overall analysis it can be concluded that the good HRD climate was prevalent in the organizations surveyed. Thus, the extent of HRD climate prevailing in both the organizations seems to be different. For organizational and employees performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

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