HRD Climate in Public Sector
-Study of BHEL - Electronics Division,Bangalore

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Abstract
Human resource issues are increasingly critical to organizations in a dynamic business environment. One of the challenges for Human Resource Development is to ensure the development and management of an appropriate HRD climate since the HRD culture facilitates effective implementation of HR systems. HRD climate is one that is development oriented, supportive motivational and anchored in values. Human Resource is one of the most important and dynamic capital in the growth of the organization. In the era of information and knowledge, the two most serious issues that plague industry are retention and development of human resources. This study attempts to find out the HRD climate prevailing in Public sector in general, especially in BHEL in particular. Various dimensions of HRD climate is studied to find out which area is stronger. In response to the urgent necessity for organizations to enhance engagement levels of employees, the importance of the human resource development (HRD) climate cannot be ignored. An attempt is made to closely examine the factors responsible for good HRD ClimateHuman resource development (HRD) climate is very important for organization towards growth. Here employee perception towards HRD climate in public sector organisation BHEL using OCTAPACE dimensions.. The study revealed that HRD Climate shows significant impact on employee engagement and job satisfaction levels.

Keywords: HRD, Human resource development climate, Public Sector, competency development, HRD Mechanism,

Introduction

The Human Resource Development Climate of an organization plays a very important role in ensuring the competency, motivation and development of its employees. An organization's success is determined also by the skill and motivation of its employees like any other factor.
The HRD Climate can be created by using appropriate HRD Systems and Leadership Styles of Top Management. 'HRD climate' helps the employees to acquire traits that would enable them to execute their present or future expected roles and aids in developing their capabilities for Organizational Development.

HRD Climate deals with the perceptions the employee can have on the developmental environment of an organization.
A positive HRD climate makes existing systems more effective and the organizations more receptive to the introduction of relevant additional system. A healthy HRD climate certainly bolsters the overall internal environment of the organization, fosters employee commitment, involvement and satisfaction with the job.
Climate can be defined as the perceived attributes of an organization and its subsystems as reflected in the way an organization deals with its members, groups and issues. The emphasis is on perceived attributes and the working of subsystems. The concept framework of climate emphasizes motivational linkages.
This is a very unique attempt as this study strives to find out the HRD Climate, prevailing in manufacturing industry in public sector. No earlier attempt has been made to study this industry.
According to Rao and Abraham (1986), HRD Climate is characterized by values, such as, treating employees as the most important resource, believing in the capability of employees, encouraging risk taking, communicating openly promoting trust, supportive personnel policies, development-oriented HR mechanisms, etc., Organizations differ in the extent to which they exhibit these values and can be profiled based on these tendencies. Such a climate has been termed as OCTAPACE and can be called the HRD climate (Rao, 1999).

Review of literature:

A survey of human resource development practices was performed by Rao, T.V. in (1984) covering 53 assorted organisations in India. This survey shows, by and large, a clear tendency of using open appraisal system, refining the training function, improving the organisational development activities and employing employees counselling by anprogressively large number of companies. All in all, human resource development seems to be becoming a crucial aspect of work and life in many organisations. Rao, T.V. and E. Abraham S.J. (1991) studied the human resource development climate in the surveyed organisations and noticed that it is at an average level in India. Aileni, Vidyadhar Reddy (1995) examined the relationship between organisational climate and job

satisfaction of the lower level managers in a public sector undertaking. The study reveals that the satisfied group gave top ranks to interpersonal relationship, risk taking and management of rewards. On the other side, top priority was given to supervision, communication and decision-making by the dissatisfied group.

Jain, V.K. and K.C. Singhal (1997) study took into account three human resource development dimensions like management policy, potential appraisal and organisational development to analysevariances of human resource development climate on account of these. The influence of personal factors on human resource development climate was learnt to be low but positivePillai, Prakash R. (2000) created an attempt to analyse the effect of the human resource development climate prevalent in banks on the learning alignment of the employees. About 57 % of respondents comprehend the learning, and development climate prevailing in banks at the medium level.

Pattanayak, Biswajeet (2000) performed a research on, the effect of shift-work and hierarchical position on satisfaction, commitment, stress and human resource development climate in a steel plant. The report calls for greater stress to be laid on human resource development interventions for enhancing organisational synergy.

Tripathi, Sangeeta and NachiketaTripathi (2002) studied the relationship between organisational climate and organisational success; which includes effectiveness, job satisfaction, organisational commitment and intention to quit The climate is highly associated with all constituents of effectiveness as shown in the result. Ganesan, P., V. Samuel, Rajkumar and V. Saravanan (2002), researched on the 'Determinants of Employee Relations Climate in Public Sector Undertakings.' The research revealed that by developing factors like working conditions, level of supervision, communication and worker's participation etc. positive climate can be realized. Purang, Pooja (2006) in a comparative study of Public, Private and Multinational organizations shows that the human resource development climate scores of the two private organisations and the MNC are significantly higher than the two PSUs. Majee, Kunal K. (2006) study of Chittaranjan Locomotive Workshop finds moderate level of HRD Climate with a lot of scope for improvement because HRD climate is the lifeblood for organization. Mufeed, S.A. (2006) features the need for concentrating on key elements of human resource development in hospitals. Lim, Doo Hun and Michael Lane Morris (2006) study reveals that trainees' characteristics, instructional factors and organisational climate are closely correlated with both the trainees perceived learning and learning transfer collectively. Srimannarayana, M. (2007) tried to evaluate the extent of human resource development climate in Dubai organisations, likeshipping, banking, tourism, trading and food businesses. The outcome reveal moderate level of general HRD climate in the organisations. Saraswathi, S. (2010) study revealed that the three variables: General Climate, HRD Mechanisms and OCTAPACE culture (Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration and Experimentation) are better in software organisations compared to manufacturing organisations. Kashi Singh and Abhijit Bhattacharya (2008), conducted a study on, 'High Performance Organisations: Relationship with Human Resource Policies and Practices,' to examine the relationship between organisational performance and human resource policies and practices. It is hypothesized that human resource policies and practices will have a positive relationship with organisational performance. A list of 300 companies is prepared. The data used in this study is collected from 49 organisations consisting of 18 public sectors and 31 private sectors. Pearson correlation and step-wise regression analysis is used to analyze the data. For measuring organisational performance and human resource policy, five point Likert-scale scores ranging from 1 to 5 is used. Saraswathi, S. (2010) research found that the three variables: General Climate, HRD Mechanisms and OCTAPACE culture (Openness,Confrontation, Trust, Autonomy, Pro-activity, Authenticity, Collaboration and Experimentation) are enhanced in software organisations compared to manufacturing organisations.

Rabbanee et.al (2010) in the study entitled,"Globalization and Human Development –Realities and Recommendations for DevelopingCountries" researched the influence of globalizationon HRD in developingcountries. The study was based on secondarydata. It was found that globalization promoteeducation; ensure quality of work life, increasesGDP, generates employment and income etc. for human development. Malik (2013)investigated the effect of human resourcepractices on the employee performance intelecom sector in India. It was found that thereis a significant contribution of HRD practiceslike selection, training, career planning,compensation, performance appraisal, andemployee participation on employeeperformance in MTS. Besides, all the testedvariables were positively correlated butcorrelation of compensation (0.78) and training (0.66) were the highest among study variables.Khan (2015) assessed the effect of HRpolicies on the performance of employeesworking in State Bank of India. The sample sizewas 100 employees. The results afterapplication of multiple regression exhibits thatthe value of adjusted R square was 0.673 whichshows that 67% variation in employee'sperformance was due to HR Policies. Besides,the values of regression coefficients werepositive and statistically significant (P<0.05) oneach variable. Furthermore, the study concludedthat that there is significant impact of HRPolicies on employee's performance in StateBank of India. Al-Dalayeen& Al-Nawaiseh(2017) in their research entitled, "AComparative Study On Human ResourceDevelopment Practices In Bank Of America andDeutsche Bank" studied the differences inHRD practices of Bank of America

andDeutsche Bank. The authors distributed 300questionnaires among the executive cadreemployees wherein 188 were finally chosen foranalysis. Independent sample t test wasapplied as the statistical tool for data analysis. Quality of work life, training and development,career planning and development,organizational development, performanceappraisal, participative management,recruitment and selection, and rewards andrecognition were the variables of HRD selectedby the researcher. The results of t testhighlighted that there was no significant difference in the perception of employeesworking in selected banks on the HRD variablesunder study.

Mehmood (2017) try to find outthe impact of HRD practices on employeesperformance in Indian textile industry bycollecting data through questionnaires from 149employees working in Arvind Limited, BombayDyeing, Grasim Industries Limited, andRaymond Ltd. Data was analyzed with theapplication of linear regression. The resultsemphasized that all the tested variables havenoteworthy effect on employee's performance.

The study conducted by Al-Kasasbeh& Khan(2017) evaluated the impact of HR policies andpractices on the performance of employees inJordan Telecom Group. Primary data wascollected through questionnaires. With theapplication of random sampling, a total of 300questionnaires were distributed wherein 126were rejected and 174 were accepted thus making 174 as the sample for the study. Recruitment and selection policy, training anddevelopment policy, rewards and recognitionpolicy, and performance appraisal policy werethe proxy variables of HR policies. However,employee's performance was used as dependentvariable. Tool for statistical analysis was Linear regression. The findingsrevealed that all the HR variables exceptrecruitment and selection policy weresignificant at 95% confidence level withemployee performance. It was suggested thatJordan Telecom should made some changes inRecruitment and selection policy so thatemployees work with zeal and enthusiasm andproduce good results.

The need for converting human resource into human asset is securing mammoth prominence in organizations in the dynamic and competitive business world. This change ends in the development and raise of organisations and the country as well. This is achievable only if the workers of an organization are satisfied with their organization. That is, the HRD climate existing in the organization must be acceptable and pleasing to the employees. Hence, the present researchwas conducted to study the existing HRD climate in the public sector unit that too in the manufacturing sector and to suggested measures to improve the same.

Research Methodology
Objectives of the Study
The study focused on the following objectives :
a.   To find out the existing HRD Climate in the Organisation.
b.   To find out and enlist the facilitating and hindering forces for the HRD Climate.
c.   To measure the awareness level of HRD Climate in the Organisation.
d.   To measure the perceptions of Public sector employees in respect of HRD Climate in the organisation.
e.   To suggest the measures to fill the gaps and improve HRD Climate in the Organisation.

Data Collection
Primary Data,
Primary data has been collected from the employees of BHEL covering various levels like Executives, Managers & Staff. A well-structured and validated Questionnaire containing 40 items (OCTAPACE Questionnaire) has been used for collecting data from the employees. The questionnaire was administered to around 130 employees and around 107 employees responded to the survey.

Questionnaire assess OCTAPACE outline i.e extent to which Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration & Experimentation are valued and promoted in the organization & implementation of HRD mechanisms. It uses 4 point scale. Higher scores on the dimension indicate better perception of the climate.

In BHEL, Electronics Division there are about 1000 employees. Data has been collected from 107 employees through Random Sampling Method using random table. As this sample size is more than 10% of the population, it will be a true representative of the Universe.

 Secondary data
The secondary data has been collected from published reports, magazines & journals and Internet.

Limitations of the Study
Following were the limitations of the study :
a.   As the study was academic one, it was limited by cost, time and geographical coverage.
b.   The study suggested certain policy changes for making the HRD Climate better and implementation of these changes would require the support of Top Management.
c.   Generalisation of the findings and suggestions may be made only to the like Industry of the similar size.

Reliability statistics

HRD Climate OCTAPACE model questionnaire was used by the author for conducting this study which is a multi-dimensional and consists of 40 items in the form of statements with a built-in 4-point scale for the respondent to choose the appropriate answer that is most descriptive of the perception of him/her: If it is very widely shared belief, If it is fairly widely shared belief, If only some persons in the organization share this belief, If only a few or none have this belief. It has both positive and negative points. The questionnaire measures eight dimensions of HRD climate namely openness, confrontation, trust, authenticity, proactive, autonomy, collaboration and experimenting.

Cronbach's alpha, test retest and split-half coefficients were used to determine reliability while facial and content validity was tested for the Training Evaluation scale.

Table No.1.0 shows the reliability statistics and proves the data could support 90.4 percentages reliable to do this analysis. The developed questionnaire has undergone Cronbach Alpha testing for testing its reliability and the value is given below:
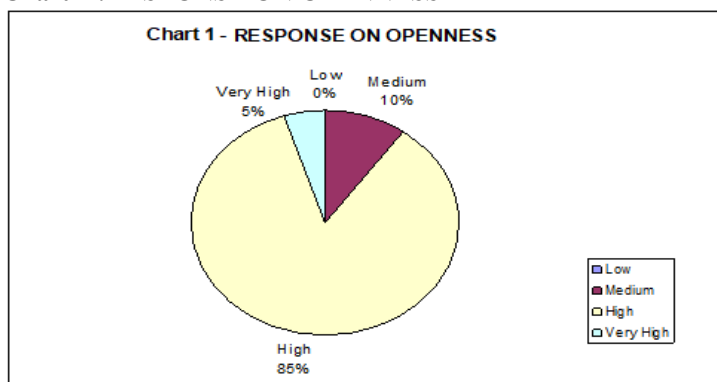
Table 1.Reliability Statistics

Cronbach's Alpha	N of Items
.904	40

Data Analysis and Interpretation:

Table2 :RESPONSE ON OPENNESS

| Score	No. of responses	% Percentage
Low	-	-
Medium	11	10
High	91	85
Very High	5	5
	107	100%

Chart 1 :RESPONSE ON OPENNESS

From Table 2, Chart 1, it can be observed that out of 107 respondents, 96 respondents (85%) perceive that BHEL has Open culture. 11 respondents perceive that Openness factor is at a medium scale in BHEL. By far BHEL has followed a good open culture. Free interaction among employees, genuine sharing of information, open communication among juniors & seniors is valued high at BHEL. One of the core of values of BHEL is Respect for Individual and employees perceive that this is followed.

Table 3 :RESPONSE ON CONFRONTATION

| Score	No. of responses	% Percentage
Low	-	-
Medium	26	24
High	81	76
Very High	-	-
	107	100

Chart 2 :RESPONSE ON CONFRONTATION

Chart 2 - RESPONSE ON CONFRONTATION
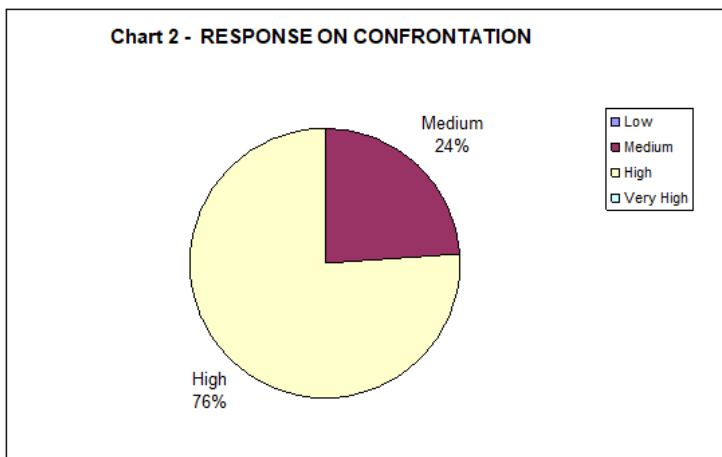
From Table 3, Chart 2 above, it can be observed that 76% of the respondents perceive that Confrontation culture is prevalent at a high level, however 24% perceive that this is at a medium level. Hence there is a need to conduct gap analysis and bridge the gap in this perception.

Table 4 :OVERALL RESPONSE ON TRUST

Score	No. of responses	% Percentage
Low	11	10
Medium	11	10
High	78	73
Very High	7	7
	107	100

Chart 3 - OVERALL RESPONSE ON TRUST
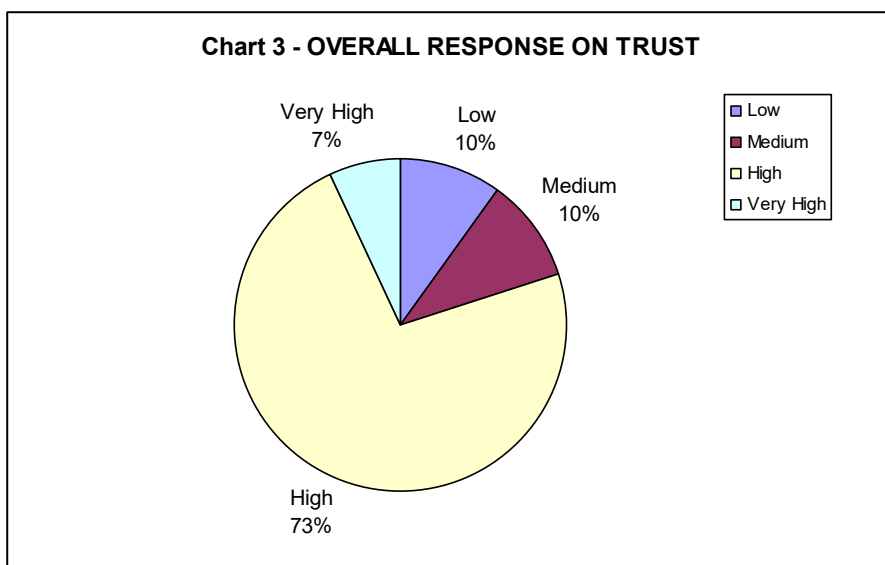
From Table 4, Chart 3 above, it can be observed that 73% of the respondents perceive that Trust is at a higher level, wherever as 10% perceive it at medium level and 7% at a very high level. Management should take measures to address the 10% and 7% respondents through the HRD mechanisms.

**Table 5 :OVERALL RESPONSE ON AUTHENTICITY**

Score	No. of responses	% Percentage
Low	-	-
Medium	16	15
High	85	79
Very High	6	6
	107	100

Chart 4 - OVERALL RESPONSE ON AUTHENTICITY
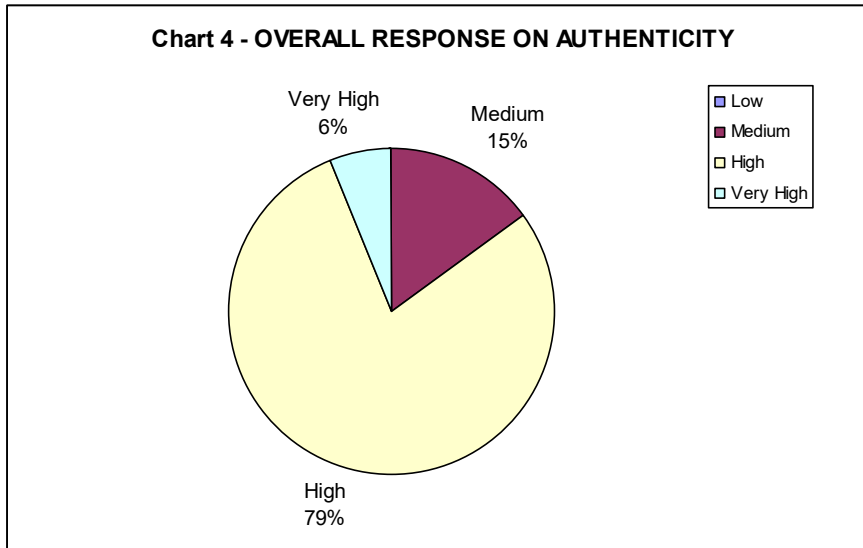
From Table 5, Chart 4, it can be observed that Authenticity is prevailing at a very high level at 79% feel it is high and 6% feel it is very high in BHEL. Only 15% perceive that Authenticity is at a Medium level. By far the Authenticity is perceived to be good at BHEL. Management should take measures to retain the same levels.

Table 6 :OVERALL RESPONSE ON PROACTIVITY

Score	No. of responses	% Percentage
Low	10	9
Medium	19	18
High	72	67
Very High	6	6
	107	100

Chart 5 -OVERALL RESPONSE ON PROACTIVITY
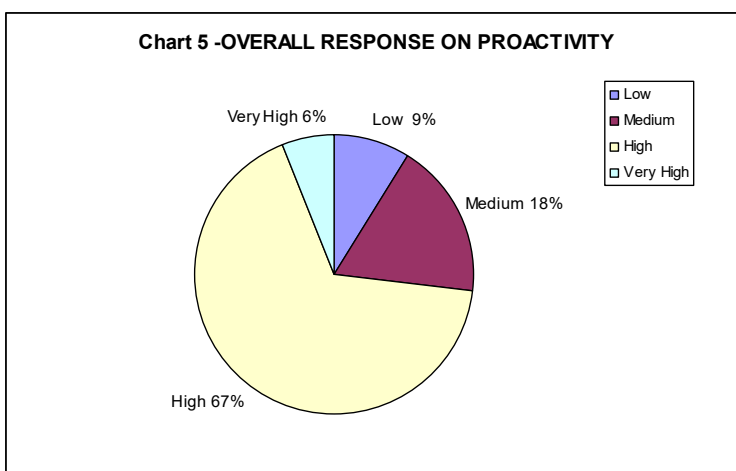
From Table 6, Chart 5, it can be observed that 72% of the people perceive Proactivity to be at a high level. The balance 18% perceive Proactivity to be at a Medium level and 9% perceive it at low level. There is scope for BHEL to increase proactivity amongst their employees.

Table 7 :OVERALL RESPONSE ON AUTONOMY

Score	No. of responses	% Percentage
Low	-	-
Medium	27	25
High	80	75
Very High	-	-
	107	100

Chart 6 - OVERALL RESPONSE ON AUTONOMY
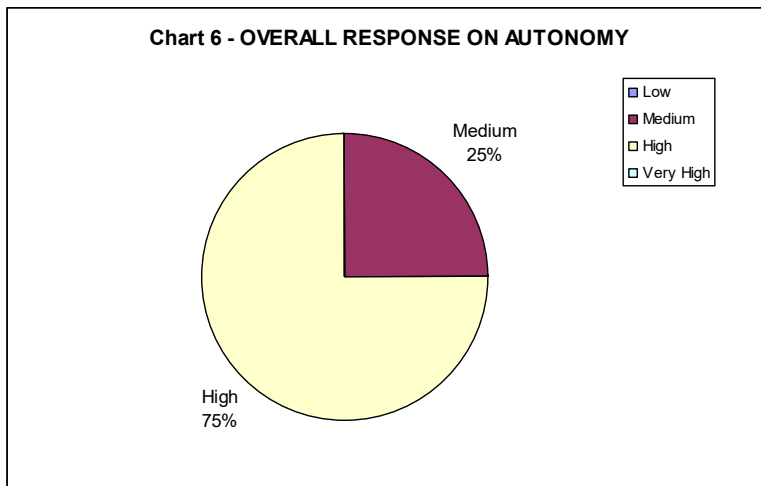
From Table 7, Chart 6 above, it can be observed that Autonomy is High level at 75%. However 25% of the respondents perceive that Autonomy is at medium level. Hence there is scope for BHEL to improve this perception. Employees should be allowed free hand in carrying out tasks related to their work.

### Table8 :OVERALL RESPONSE ON COLLABORATION

Score	No. of responses	% Percentage
Low		
Medium	8	7
High	85	80
Very High	14	13
	107	100

Chart 7 - OVERALL RESPONSE ON COLLABORATION

Very High 7%
Low 10%
Medium 10%
High 73%

Legend: Low, Medium, High, Very High
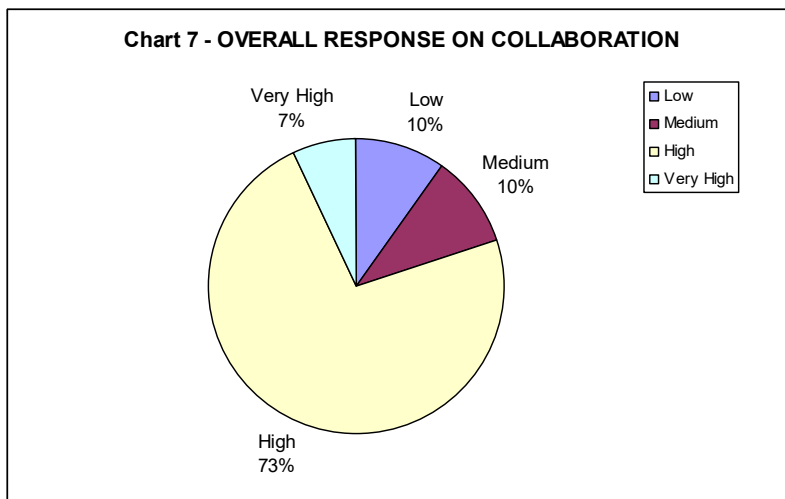
From Table 8, Chart 7 above, it is observed that 73% of the respondents perceive collaboration at a very high level and 80% at a high level. Team work and team spirit is highly valued at BHEL. Employees accept and appreciate help offered by others. There is a great emphasize on team work. Management believes that team work improves individual accountability. Employees involvement in developing organisation's goals and mission contributes to productivity.

Table 9 :OVERALL RESPONSE ON EXPERIMENTING

Score	No. of responses	% Percentage
Low	2	2
Medium	4	4
High	53	49
Very High	48	45
	107	100

Chart 8 - OVERALL RESPONSE ON EXPERIMENTING

Low 2%
Medium 4%
Very High 45%
High 49%

Legend: Low, Medium, High, Very High
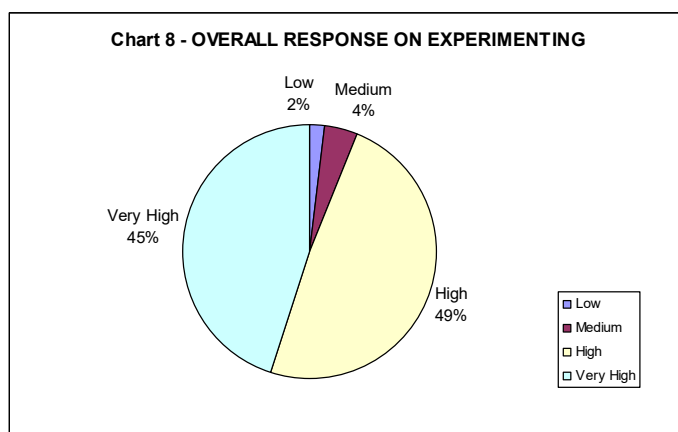
From Table 9, Chart 8, it can be observed that Experimenting is prevailing at a very high level at BHEL. Nearly 94% of the respondents concur to this fact. Only 4% find it to be prevailing at a medium level and 2% perceive it to be at a lower level. With this it is proven that BHEL encourages employees to innovative ways of solving problems, encourages employees to think out of the box, makes genuine attempt to change behaviour based on feedback etc.,

FINDINGS OF THE STUDY

The findings of this study are reported as accurately and completely as possible, showing how they bear on the research questions.

1.   Openness in BHEL is at a high level at 85%. From Table 1, Chart 1, it can be observed that out of 107 respondents, 96 respondents (85%) perceive that BHEL has Open culture. 11 respondents perceive that

Openness factor is at a medium scale in BHEL. By far BHEL has followed a good open culture. Free interaction among employees, genuine sharing of information, open communication among juniors & seniors is valued high at BHEL. One of the core of values of BHEL is Respect for Individual and employees perceive that this is followed.

2.   Confrontation in BHEL is at a high level at 76%. From Table 2, Chart 2 above, it can be observed that 76% of the respondents perceive that Confrontation culture is prevalent at a high level, however 24% perceive that this is at a medium level. Hence there is a need to conduct gap analysis and bridge the gap in this perception.

3.   Trust in BHEL is at a medium level at 73% (below 75%). From Table 3, Chart 3 above, it can be observed that 73% of the respondents perceive that Trust is at a higher level, wherever as 10% perceive it at medium level and 7% at a Junior level. Management should take measures to address the 10% and 7% respondents through the HRD mechanisms.

4.   Authenticity in BHEL is at a high level at 79%. From Table 4, Chart 4 (page 44), it can be observed that Authenticity is prevailing at a very high level at 79% feel it is high and 6% feel it is very high in BHEL. Only 15% perceive that Authenticity is at a Medium level. By far the Authenticity is perceived to be good at BHEL. Management should take measures to retain the same levels.

5.   Proactivity in BHEL is at a medium level at 72%. From Table 5, Chart 5 (page 45), it can be observed that 72% of the people perceive Proactivity to be at a high level. The balance 18% perceive Proactivity to be at a Medium level and 9% perceive it at low level. There is scope for BHEL to increase improve taking atmosphere.

6.   Autonomy in BHEL is at a high level at 75%. From Table 6, Chart 6 above (page 46), it can be observed that Autonomy is High level at 75%. However 25% of the respondents perceive that Autonomy is at medium level. Hence there is scope for BHEL to improve this perception. Employees should be allowed free hand in carrying out tasks related to their work.

7.   Collaboration in BHEL is at a very high level at 80%. From Table 7, Chart 7 above, it is observed that 73% of the respondents perceive collaboration at 80% level. Team work and team spirit is highly valued at BHEL. Employees accept and appreciate help offered by others. There is a great emphasize on team work. Management believes that team work improves individual accountability. Employees involvement in developing organization's goals and mission contributes to productivity.

8.   Experimenting in BHEL is at a very high level at 94%. From Table 8, Chart 8 , it can be observed that Experimenting is prevailing at a very high level at BHEL. Nearly 94% of the respondents concur to this fact. Only 4% find it to be prevailing at a medium level and 2% perceive it to be at a Junior level. With this it is proven that BHEL encourages employees to innovative ways of solving problems, encourages employees to think out of the box, makes genuine attempt to change behaviour based on feedback etc.,

SUGGESTIONS

BHEL has a good HRD climate over all. The factors like Trust, Experimentation, Authenticity, Autonomy, Openness, Confrontation, and Collaboration are prevailing at High Level. One factor that BHEL can put extra effort to improve Climate is Proactivity. This factor is prevailing at a Medium Level.

The following recommendations and suggestions have been made from the findings of the study basis gender, experience, entity and level:

1.   It is recommended that Management can implement measures to improve proactive culture in the organization

2.   It is recommended that the most experienced workforce have addressed their perception on Openness. Free interaction, free communication, genuine sharing of information shall encouraged at this level.

3.   It is suggested that Management continues good measures that have yielded a very good HRD climate in the organizations be continued with same rigour and commitment.

4.   It is recommended that employees in 0 to 5 years be addressed to confront issues and finding solutions.

5.   It is recommended that employees in 0 to 5 and 10 to 15 years experience are given freedom to plan and act in their own sphere. The perception of autonomy is at medium level in these two experience levels. Organization may initiate succession planning exercise. (Finding no.22).

6.   It is suggested that BHEL continues its 'Client Value Creation' and 'Think Out of the Box culture'. This has allowed employees to experiment their ideas, try innovative things etc., (Finding no. 24).

Conclusion

Climate signifies the quality of the internal environment. Climate conditions the quality of co-operation, the development of the individual, member's dedication or commitment to organizational purpose. Climate influences morale and attitudes of the individual towards his work and his environment.

Effectiveness of employee depends on a number of factors like individual's personality, superior-subordinate relationship, trust facilitation and surrounding organizational & HRD climate. Employees as individuals have different needs and wants and fulfillment of these affects their job involvement. The constant support of the organization through HRD practices increases the level of job involvement and accordingly increases the performance of the employees. Number of studies has proved that the effectiveness of employees is influenced

by organizational climate and HRD climate. The Public sector in India is facing the transition phase in current globalization and localization environment in general and economic recession in particular, especially in the above said environment the study has been found relevant.

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