A Study on the HRD Climate and its Influence on the Performance among the Employees

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Abstract- An organization’s success is determined as much by the skill and motivation of its members, full contribution to their potentials, to achieve the goals of the organization, and thereby ensuring optimization of human resources. To survive it is very essential for an organization to adopt the change in the environment and also continuously prepare their employees to meet the challenges that will have a positive impact on the organization.

Thus, organization climate should represent the philosophy and goals of those who join together to create the organization. The type of climate that an organization seeks is contingent upon the type of people it has, the type of technology, education and expectations of people in it. The aim with this analysis is to determine the continuous critical objectives and performance standards for each job. We will focus here on aspects of development and implementation that are most pertinent to the topic of ensuring that everyone shares the same picture of what performance is implemented.

Key words: organization, performance, employees, welfare programme

I. INTRODUCTION

It is important that when, looking at the organizational climate, which means taking a closer look at what is happening in and around in the HR scenario of the various organization. It is essential to work on because this environment affects the organization and the employees directly or indirectly.

In order to develop employees and to make them become effective contributors to the goals of an organization, we need to have a clear view of what an effective contribution would look like. The use of personal capacities can be very helpful in describing the way in which an effective employee should operate and behave, but there can be no general prescription of an effective employee. Effectiveness will differ with organizational context, and on whose perspective we are adopting.

Organization climate has a major influence on human performance through its impact on individual motivation and job satisfaction. It does this by creating certain kinds of expectancies about what consequences will follow from different actions. Individuals in the organizations have certain expectations which depend upon their perceptions as to how the organization climate suits to the satisfaction of their needs.

Thus organization climate can be said to be directly related with their performance in the organization. Our research has shown that it is possible to discern some performance management. However, these do not seem to predominate at the current time. The recent study increased emphasis on the business benefits of HRM appear to have led to a greater demand within the organization to see a tangible return from people, management and greater emphasis on performance through the delivery of specified outcomes.

II. LITERATURE REVIEW

H.L. Lyon and J.M. Ivan Vick (2007) studied the HRD climate in 14 Different Organizations they found that the climate varied but hierarchical groups of the 20 climate dimensions measured. People at higher groups described the climate as less authoritarian, friendlier, more stimulating and more likely to promote innovations than people at lower groups.

Murthy B.S. and Giri D.V. (2007) in their study said that the problem of human resource development in a large private sector paper mill in HRD Practices. The HRD climate and the state of discipline as they are prevailing in the mill are perceived as by the workers of the mill. Personal background factors of the workers
and the social environment in which they work, influences HRD Climate was the major finding.

Rajendran (2007) in this study said that each type of organization requires some amount of involvement, but its intensity might differ in accordance with the group. In this study, climate was meant to include those characteristics that distinguished the organization from other organizations and that influence the behavior of the people in the organization.

Liker (2007) using perception based data from an electronic firm studied the multiple impacts of HRD climate components and individual job values on worker satisfaction. They found that the climate had the greatest impact on satisfaction with interpersonal relationships on a job and a moderate impact on satisfaction with recognizable advancement in the organization.

Singh (2007) studied the dimensions of HRD climate and observed a positive relationship between all those dimensions and development of the specific areas in the organization. Lit Win and Stringer have voted that the strength of these motives is affected by HRD climate.

Sagar Sharma and Sharma (2007) in their study coincided that Human Resource Development Climate with regard to achievement, expectancy, affiliation and dependence is positively related to job involvement and organizational role stress impairs job involvement.

Keith Davis (2007) said that the HRD climate is contingent on the assumption of the nature of the people in general.

Prathap and Srivastra (2007) had revealed that there was a significant difference between private and public sector industries in HRD climate. It was found that the HRD climate in public textile industry was autocratic and that of public textile industry as democratic.

A.Gani and Farooq.H.Shan (2007) conducted a study in banking industry in Kashmir, provided an adequate description of the concept, constructions and determinants and correlated HRD climate. The study indicated that the banking industry as a whole has a poorly perceived HRD climate and that the situation in the private sector banks were worse than that in public sector ones.

Caithoon and Richard (2006) found that a grievance is sometimes described as anything which an employee thinks as wrong and is generally accomplished by an actively distributed feeling.

Johnston (2007) conducted a study which revealed that the long – term employees had viewed the HRD climate as flexible, supportive and non-authoritarian concerned with integrating individual and organizational goals.

Golden Berg, S. Land Sea (2007) says that the HRD Climate in the organizations was supportive to all departments in the organizations; and the organizational role and the impact of the stress were involved in the job in the organization.

Jamisin Ghal and Singh (2007) have conducted their studies on the factors to be considered to analyze the HRD climate in various organizations.

Kumar and Parthaik (2006) have their studies in corporate philosophy. Supplier-subordinate relationship, training and employee development practices, outpace culture, etc were considered to determine the HRD climate in various organizations like public and private sector organizations, banks, educational institutions, etc.

Mishra and Bhard (2006) in his study said that the nature of work undertaken and the factors which are to be analyzed in the various organizations are the major factors that have a greater impact on HRD Climate.

Rohmetra (2007) conducted a study in analyzing the factors that contribute to the HRD Climate in an organization. But also the effect that the climate had the impact of HRD practices on organizational group outcomes has gained importance areas.

Ali Ahsan (2007) has conducted a study in the HRD Climate in developing the organizational effectiveness and to identify the depth analysis of the HRD models. The employee information was collected by conducting the survey among the employees in the different organization to calculate it.

Alphonsa (2006) studied the HRD climate in different organizations to identify the effectiveness of the organization. The study conducted to show the significant and positive relationship between HRD climate, organizational effectiveness and productivity.

Danford et al.’s (2004) notion of high performance work systems implies a distinctly mechanic approach downplaying the role of human agency.

Harmon et al.’s (2003) phraseology of high involvement work systems is sensitive to the dimension of work organization, capturing the need for there to be enhanced opportunities for employees to make decisions, exercise discretion and mobilize tacit knowledge, but again complementary HR issues are eclipsed. Conversely, the term high commitment management
III. MODEL FOR THE STUDY

![HRD Climate diagram]

IV. METHODOLOGY

The research purpose and research questions revealed that this study is Exploratory in nature and the study adopted survey strategy. Data was collected using a questionnaire. The variables considered for the study are defined as follows:

<table>
<thead>
<tr>
<th>Employee Commitment</th>
<th>The term employee commitment is used to refer to the degree or extent to which workers of a given enterprise are bound both intellectually and emotionally to the firm. Employee commitment often stems from personal satisfaction.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Work</td>
<td>The work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole.</td>
</tr>
<tr>
<td>Reward Orientation</td>
<td>The received task interdependence refers to the extent that a worker’s job performance is influenced by the job workflows of others.</td>
</tr>
<tr>
<td>Individual Autonomy</td>
<td>Within these contexts, it is the capacity of a rational individual to make an informed, un-coerced decision. In moral and political philosophy, autonomy is often used as the basis for determining moral responsibility and accountability for one's actions.</td>
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</table>

The respondents for the study comprised of managers, supervisors and shop floor workers. The sample size for the study was 85 respondents (employees) who were selected at random. The sample has been selected to include the views of the respondents’ at all hierarchical levels. The collected data was analyzed using Percentage analysis, Score-value analysis, Correlation analysis, F-Test, T-Test.

V. ANALYSIS AND DISCUSSION

5.1 Demographic profile of the respondents: 44% of the respondent’s age is above 51 years, 88% of the respondents were male, 33% of the respondents have a qualification of engineering degree, 87% of the respondents have got married, 39% of the respondents were having a monthly income of Rs. 20001-30000, 34% of the respondents have a work experience above 26 years in the organization.
This portrays the diverse profile of the respondents which is essential for the study, since the study focuses in determining the HRD climate and its influence on the performance among the employees.

5.2 SCORE- VALUE ANALYSIS

Score value analysis has been done to find out the HRD climate prevailing in the organization and to identify the level of performance among the employees. The basis of calculation for both HRD climate and performance management considered few variables that has some factors that are identified and the total score value of those factors were Work Environment (1020), Interpersonal Relationship (894), Communication (934), Team work(874), Competency Grooming(869), Training and development (1117), Employee commitment (891), Employee empowerment (849), Reward and recognition (862), Welfare Measures (991), Management practices (1454), Performance Management System (4407), Performance Management System (4338). Hence the score shows a positive impact on the HRD climate and its performance.

5.3 GAP ANALYSIS

5.3.1 Work Environment and Performance Management

The table shows the analysis of gap between the general opinion of the work environment and Performance of the employees towards organization. Based on the numerical value, the gap between work environment and Performance has a wide deviation. So, it can be interpreted that the work environment does not influence much the performance of the employees.

5.3.2 Training & Development and Performance Management System

The above line chart shows the gap between the opinion on the training& development which is compared with a factor of HRD climate and performance measurement factor. Based on the numerical value, it shows gap between training& development and Performance measurement factor has similar relation between each other. So, it can be interpreted that the training & development which influence the performance management system.

5.3.3 Competency Grooming and Performance Mgt System

The above chart shows the gap between the opinion on the competency grooming and performance management system based on the mean difference of HRD climate and performance of employees. These do not have any close relation to each other. Based on the numerical value, the gap between competency grooming and Performance management system has moderately deviated. Since, it can be interpreted that competency grooming does not influence much on performance.

5.3.4 Team Work and Performance Mgt System

The above line chart shows the gap between the opinion on the team work and performance management system based on the mean difference of HRD climate and performance of employees. Based on the numerical value, the gap between team work and Performance management system has wide deviation. So, it is evident that the team work does not influence much on performance management system.
5.3.5 Management Practices and Performance Mgt System

The above line chart shows the gap between the opinion on the management practices and performance management system based on the mean difference of HRD climate and performance of employees. Based on the numerical value, the gap between management practices and Performance management system has a relation between each other. So, it can be interpreted that the management practice has much influence on performance management system.

5.4 CORRELATION ANALYSIS

Correlation analysis reveals that there is a statistically significant high correlation between the variables. The age group and showing ways for career opportunities by the senior to the junior officers (r=0.662), monthly income and rewards & recognition (r=0.580), the length of service and the welfare measures provided to employees in the organization (r=0.109), the length of service and open & transparent communication prevails in the organization. (r=0.145). Correlation results indicate that HRD Climate is prevailing in the organization.

5.5 T-TEST ANALYSIS

There is significant difference between management practice and age level among the respondents in the organization (t=4.210526). There is significant difference between the performance feedback and age of the respondents (t=9.670914). There is a significant difference between age and high Performance (t=2.738151). There is no significant difference between time factors & other sources (t=-4.87739).

5.6 F-TEST ANALYSIS

The two factors age and work environment have the same variances (F =3.50), The factors gender and interpersonal relationship have the same variances (F =0.25), The factors age and interpersonal relationship have the same variances (F =3.63), The factors monthly income and communication has the same variance (F =1.28), The factors length of service and team work have the same variance (F =2.04), The factors the length of service and competency grooming have the same variances (F =1.45), The factors length of service and training and development have the same variances (F =3.63).

VI. CONCLUSION

Employees are the valuable assets of any organization. The present study is an attempt to contribute to a better understanding of the HRD climate prevailing in the organization.

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 employee performance it is important to focus on various aspects of the HRD climate prevalent in the organization.

REFERENCES
