



“A STUDY OF HRD CLIMATE IN NORTH EASTERN KARNATAKA ROAD TRANSPORT CORPORATION: A REVIEW”

Social Science

Dr.Kailaspathi

Principal, Government First Grade College Chincholi –Tq.Chincholi Dist. Kalaburgi.

M.Vishwakarma

Karnataka

ABSTRACT

Development of Human Resources is being given due importance by all the organizations as it aims at developing all the employees of an organization in a planned manner to acquire, sharpen and apply their existing capabilities as well as their inner potentials. HRD is a total system in which its various mechanisms are embedded together to act as an integrated unit. No sub-system can work in isolation. The researches show that the working of each sub-system has its impact on other subsystems e.g. Performance appraisal is basis for assessing training needs, career planning etc. Training is useful tool for increasing individual efficiency. It is also a part of employee welfare and is used for promotions. Implementing these HRD sub-systems helps in developing a climate in the organization where the people collaborate with each other; respect and trust others and work as a team. This, in turn, develops a highly positive and motivated workforce which enables the organization to achieve its goals. Human being is a creature composed of heredity and environment and creates values for their own. In the context, during the interactions with others, the values manifest spontaneously. Human beings are tempted by all kinds of emotions, impulses, instincts, prejudices, wishful thinking, hopes, fears, desires, and almost everything.

KEYWORDS

HRD Climate, Potential Appraisal, Performance Appraisal, Human Resource, , Human Resource Development practices.

INTRODUCTION

Organization climate is a relatively enduring quality of the internal environment that is experienced by the employees, influences their behaviour and can be described as code of values and a set of characteristics of the organizations. As such, organizations culture derives from the perceived aspects of an organization internal environment. But, within the same organization, there may be different climates. This might happen because employees with different length of experience or at different levels of organizational hierarchy may perceive internal environment of an organization differently. Organization can build an internal image for itself by showing a genuine and concrete interest in the well being of the employees. In such situation, HRD becomes an integral part of manager's responsibility and this puts a stop to the evasive tendency of treating merely as the responsibility.

Development of Human Resources is being given due importance by all the organizations as it aims at developing all the employees of an organization in a planned manner to acquire, sharpen and apply their existing capabilities as well as their inner potentials. HRD is a total system in which its various mechanisms are embedded together to act as an integrated unit. No sub-system can work in isolation. The researches show that the working of each sub-system has its impact on other subsystems e.g. Performance appraisal is basis for assessing training needs, career planning etc. Training is useful tool for increasing individual efficiency. It is also a part of employee welfare and is used for promotions. Implementing these HRD sub-systems helps in developing a climate in the organization where the people collaborate with each other; respect and trust others and work as a team. This, in turn, develops a highly positive and motivated workforce which enables the organization to achieve its goals Human being is a creature composed of heredity and environment and creates values for their own. In the context, during the interactions with others, the values manifest spontaneously. Human beings are tempted by all kinds of emotions, impulses, instincts, prejudices, wishful thinking, hopes, fears, desires, and almost everything. A normal person carries sets of expectations that involves perceptions, attitudes, feelings and behaviour, which can be organized in various ways

OBJECTIVES OF THE STUDY

The specific objectives of the study are:

- To study the extent of HRD climate perceived by the employees of NEKRTC
- To examine the level of HRD climate elements
- To assess the relationship between perceived HRD climate and job satisfaction within the, and To examine the impact of HRD climate on job satisfaction.

Hypotheses

Based on the objectives of the study the following hypotheses have been formulated;

- 1) **H₀:** There is no significant association between educational qualification and training emphasis on skill, knowledge and attitude aspects of employees in NEKRTC.
H₁: There is a significant association between educational qualification and training emphasis on skill, knowledge and attitude aspects of employees in NEKRTC.
- 2) **H₀:** There is no significant association between educational qualification and the objectives of the training programmes in NEKRTC.
H₁: There is a significant association between educational qualification and the objectives of the training programmes in NEKRTC.
- 3) **H₀:** There is no significant association between educational qualification and performance as a continuous process.
H₁: There is a significant association between educational qualification and performance as a continuous process.
- 4) **H₀:** There is no significant association between educational qualification and methods of performance appraisal in NEKRTC.
H₁: There is a significant association between educational qualification and methods of performance appraisal in NEKRTC.
- 5) **H₀:** There is no significant association between educational qualification and performance appraisal system needs amendments quite often.
H₁: There is a significant association between educational qualification and performance appraisal system needs amendments quite often.

RESEARCH METHODOLOGY

To accomplish the objectives of the study, both primary and secondary data were used in the study. A well-structured questionnaire has been administered after the execution of pilot survey and the same had been adopted to collect primary data from the sample respondents namely; Class I and Class II officers, Drivers, Conductors, Driver-Cum-Conductors, Mechanics, Administration, and Other employees of the Corporation.

Demography:

The study population constitutes all the 18455 employees of NEKRTC, further; the population is divided as under Class I and II Officers 04, Drivers 106, Conductors 102, Driver-Cum-Conductor 56, Mechanics 58, Administration staff 46, and Other which consists 5. The sampling method adopted for the study is convenience sampling.

(a) Sources of Data

Both primary and secondary sources of data have been used to carry out the present study.

(i) Primary data

The data has been gathered from Human Resource Development managers and qualified trainers, personnel manager- employee of the NEKRTC along with a respective employee of the units. The data collected through the execution of questionnaire.

(ii) Secondary data

The secondary data has been collected from library source, the internet, journals, magazines, newspaper, books, theses, dissertations, NEKRTC annual reports, year books and other publications by the NEKRTC central office and the publications of the Central Institute of Road Transport, Pune.

1.11. (b) Sample size

Category of employees	Total No. of employees in NEKRTC	No. of Sample Respondents
1. Class I and II Officers	148	4
2. Class III and IV employees		
a) Drivers	5193	106
b) Conductors	5039	102
c) Drivers cum Conductor	2782	56
d) Mechanics	2861	58
e) Administration	2253	46
f) others	179	5
Total	18455	377

Source: Compiled from annual report of NEKRTC.

There are 18455 out of which 912 female employees which accounted for 4.9% of the total permanent employees working in NEKRTC the responses have been collected from 377 employees. The base for selecting the sample is as follows:

Krejcie and Morgan have prepared the following formula to choose the sample.

$$S = \frac{X^2 NP(1-P)}{D^2(N-1) + X^2 P(1-P)}$$

Therefore:

S = Sample Size

Table 2 Educational Qualification and Training Objectives

Educational Qualification	The Objectives of The Training Programmes					Total	Pearson Chi-Square		
	Excellent	Good	Fair	Satisfactory	Poor		Value	df	Asymp. Sig. (2-sided)
Up to SSLC	26	25	23	5	8	87	32.796 ^a	16	.008
PUC	32	18	17	13	12	92	Null Hypothesis is Rejected		
ITI/Diploma	36	8	12	15	17	88			
Graduation	24	16	8	9	15	72			
Post Graduation	9	6	8	10	5	38			
Total	127	73	68	52	57	377			

Source: field investigation.

Table 2 exhibits the hypothesis test of the association between education qualifications of the respondents in NEKRTC and training objectives, p value is .008 the Pearson Chi-square (χ²) value is 32.796 at 16 degree of freedom which shows that there is statistically a relationship between these two factors.

HRD Culture and Climate

“No human being can be considered apart from his environment and no human being is independent of his own environment”. Development of human resources requires a “development climate” which is characterized by the presence of values of “Openness”, “Confrontation”, “Trust”, “Authenticity”, “Pro-Activity”, “Autonomy”, “Collaboration” and “Experimentation” (OCTAPACE). Apart from it, what is needed is a generally supportive atmosphere resulting out of commitment of the top management, an effective and fair personnel policy and positive attitude towards development.

ANALYSIS OF HRD CLIMATE IN NEKRTC

The researcher has gathered the data through structured questionnaire from the respondents of North Eastern Karnataka Road Transport Corporation to know the factors which are influencing on the overall environment in study unit. The results are calculated on the basis of percentage and standard deviation by using five points scale methods.

Table 3 Respondents opinion on opportunities available after completion of training

Sl. No.	Response	Frequency	Percentage
1.	Strongly Agree	189	50.1

X²= Chi-square

N = Population

P = Population Characteristics (proportion)

d² = Permissible Error (Standard Error)

Table 1 Educational Qualification and Training Emphasis on Skill, Knowledge and Attitude

Educational Qualification	Training Emphasis on Skill, Knowledge And Attitude					Total	Pearson Chi-Square		
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree		Value	df	Asymp. Sig. (2-sided)
Up to SSLC	17	25	22	15	8	87	30.870 ^a	16	.014
PUC	20	33	21	6	12	92	Null Hypothesis is Rejected		
ITI/Diploma	21	17	23	16	11	88			
Graduation	7	14	23	16	12	72			
Post Graduation	5	10	5	7	11	38			
Total	70	99	94	60	54	377			

Source: Field investigation.

Table1 exhibits the hypothesis testing of the association between educational qualification of the respondents in NEKRTC and training emphasis on skill knowledge and attitude p value is .014 Pearson Chi-square (X²) value is 30.870 at 16 degree of freedom which shows that there exist statistically relationship between these two variables.

H₀: There is no significant association between educational qualification and objectives of the training programmes in NEKRTC.

H₁: There is a significant association between educational qualification and objectives of the training programmes in NEKRTC.

2.	Agree	86	22.8
3.	Neutral	56	14.9
4.	Disagree	13	3.4
5.	Strongly disagree	33	8.8
Total		377	100

Source: Field Investigation.

Table 3 furnishes that the employees returning from training programme are given opportunities to try out what they have learnt. Respondents representing 50.1 percent express their opinion as ‘strongly agree’, followed by 22.8 percent of the respondents are of the ‘agree’ opinion. 14.9 percent of the respondents opined that they are ‘neutral’, very few respondents i.e. 3.4 percent respondents are of the ‘disagree’ response; finally, 8.8 percent of the respondents’ response as ‘Strongly disagree’.

Table 4 Response towards overall HRD Climate in NEKRTC

Sl. No.	Opinion	Frequency	Percentage
1.	Excellent	198	52.6
2.	Good	124	32.9
3.	Fair	11	2.9
4.	Poor	22	5.8
5.	very poor	22	5.8
Total		377	100

Source: Field Investigation.

From the table 4 it is evident that, the organisational climate in the NEKRTC is very conducive for the development of the employees

52.6 percent of the respondents express their response as 'excellent', followed by 32.9 percent of the respondents are of the opinion as 'good', an equal number of the respondents i.e. 5.8 percent of opined that they have 'poor' and 'very poor' response, lastly, 2.9 percent of opined as 'fair' opinion towards the statement.

CONCLUSION

The role of tertiary sector is increasing day by day in the country's economy. Human resource plays a very significant role in service sector as they are in direct contact with the customer. climate is extremely essential. The studies discussed in the research reveal that there is significant evidence that claim HRD climate is better in service industries than manufacturing industries. The HRD climate consist of three variables General Climate, HRD Mechanism and OCTAPAC culture and all three have to be taken due care to generate competent employees ensuring optimization of human resource. There is a direct relationship between HRD climate and job satisfaction and job satisfaction is direct relationship with organizational performance. Thus organizations aspiring for performance should take care of the 3 variables affecting HRD climate. Conducive HRD climate will also help in early detection of human resource potential subsequently systematic skill or development can be done. Proper HRD climate requires keen interest of top management and they should ensure that employees take training seriously and transfer it to practice. They should also ensure high team spirit and organizational belongingness. Some researchers have shown that perception of employees differs on the basis of age, and therefore policies and strategies to improve HRD climate should be designed so as to take care of the parameter.

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