
An Empirical Study on HRD Climate in BSNL Odisha

Dr. Susmita Parija,

Senior Faculty(HR), Presidency College of Management, Bhubaneswar

Dr.Kalyani Mohanty,

Reader PMIR, Utkal University, Bhubaneswar

Abstract

Intellectual capital and social capital are very important drivers of an organization which give it a competitive edge. Both of these are concentrated in the human resource of the organization. Competent employees are the greatest assets of any organization. It is necessary for the Organization to be in a position to utilize, develop and nurture the intellectual capital and the social capital. This necessitates the organization to provide opportunities to show case competency, and create a conducive climate in which employees work amicably without fear and can substantially contribute towards the development of the organization. For this purpose a robust HRD Climate is extremely important. This study is aimed at assessing the extent of HRD Climate in a government telecom company-BSNL. The study is limited to the BSNL Odisha Circle. For the purpose of the study, primary data was collected from 215 employees of BSNL Odisha belonging to different managerial levels through a structured questionnaire. The 38 item questionnaire developed by T.V Rao and J.Abraham was adopted to study the HRD Climate. The study revealed that the General Climate and OCTAPAC Culture were better than the HRD Mechanisms.

Keywords: - Human Resource Development Climate, OCTAPAC Culture, HRD Mechanisms.

1. Introduction

In the age of globalization; when information and innovation play a major role, human resource is considered to be the most important resource in an organization. Every organization, irrespective of its size, faces undisputable challenges to be sustainable and growing. In order to have a competitive edge, it is imperative for organizations to deliver productively whether in case of developing and implementing big strategies or executing small plans in day to day activities in an organization. It is the human capital and its capabilities that are instrumental behind every function. These capabilities have to be refined and abreast to the changing needs of the environment and the organization. Therefore it is indispensable for organizations to channelize resources and efforts to develop human resource. Human Resource development in an 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 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 towards professional well being ,motivation and pride of employees (T.V.Rao,1985). Human resource development mechanisms helps employees to develop their personal and organizational competencies by providing opportunities as training and development, coaching, career development, performance management, potential appraisal, succession planning, quality of work life, rewards etc. It is logical to assume that the relationship between the HRD, social capital and emotional capital and organizational productivity is highly integrated. HRD plays an imperative role in an era where retention and development of employees are challenges before every organization as the dynamic environment has more opportunities for jobs for the talented individuals having requisite skill set

Organizational Climate refers to the perceptions that organization's members share regarding the fundamental elements of their organizations. An organization that has a better HRD climate and processes is likely to be more effective than an organization which does not have (T.V. Rao, 1992). A developmental climate is imbued with elements of trust amongst employees, a spirit of cooperation, free and frank communication, coaching and guidance by line managers, positive confrontation, scope for innovation and experimentation, supportive

personnel policies and effective HRD mechanisms, opportunity for feedback and a strong will of the management towards development of employees. etc. Realizing the importance of human resource utilization for organizational sustenance and growth, the present study is an attempt to analyze the existence of such mechanism in BSNL, the most important organization so far innovation and information is concerned.

2. Objectives of the study:

- ♦ To study different dimensions of HRD climate in BSNL Odisha Circle.
- ♦ To analyze the perceptions of the sample respondents across the levels of management regarding HRD climate in BSNL Odisha circle.

3. Hypotheses of the study

- ♦ OCTAPAC Culture, General Climate and HRD mechanisms contribute significantly to overall HRD Climate of the organization.
- ♦ There is no significant difference in the perceptions of managers on HRD climate across the levels of management regarding the HRD Climate in BSNL Odisha circle.

4. Literature framework

Considering the importance of HRD climate for organizational performance and growth, few studies are important to quote here:

Ishwar Dayal et.al (1996) undertaking a study in Indian Oil Corporation, concluded that a healthy HRD Climate was very conducive for effective learning. **Krishna and Rao (1997)** concluded from a comprehensive empirical study titled in BHEL that HRD climate in the organization gave a lot of scope for executives to use creativity and experimentation at work, which seemed fruitful for the organization and helped in the development of knowledge base. Then, **Vijaya Banu (2007)** undertaking a study with special reference to a Public Sector Cement Corporation, concluded that the open economy has posed various challenges for the organization and a positive HRD Climate would play a vital role in the survival, sustenance and growth of the Indian public sector organizations. Taking five organizations **Pooja Purang(2008)** had tried to find out the dimensions of HRD Climate like Participation, Succession Planning, Training, Performance appraisal and job enrichment and it's relationship with the Organizational commitment of managers and concluded that high degree of HRD climate results in more commitment. **D.Saraswati (2010)** from a comparative analysis on HRD Climate of 14 Organizations from Manufacturing and Software industry that better General Climate, HRD Mechanisms and OCTAPAC Culture prevailed in the Software Organizations than manufacturing ones.

The above few studies indicate the importance of HRD system of the organization for it's competence, commitment and growth. Hence it is quiet justified to

undertake time to time evaluation of HRD Climate of the organization in order to make it sustainable and competitive.

5. Research Methodology

5.1 Sampling Technique and Study Design:

A multi-stage stratified random sampling technique was used to select the units of BSNL Odisha Circle, the different departments and respondents for the purpose of the study. The decision was based on the size of the units in terms of the number of customers and its staff and the accessibility of the researcher. The samples were drawn from the three levels of executives working in Various departments(administration, marketing, finance, commercial, IT, Operational Planning, Planning, WLL, CMTS, Civil,) from four units of BSNL Odisha circle; namely Bhubaneswar, Cuttack, Berhampur and BSNL Circle office. Thus, the size of the ultimate samples selected comprise of 215. (Senior Managerial Level - 45, Middle Managerial Level- 123, Junior Managerial Level - 47).

5.2 Instruments used:

A 38 item questionnaire developed by T.V. Rao and J.Abraham was administered to 270 managerial employees. The questionnaire used a five point scale to get responses and consisted of three categories: The questionnaire on HRD Climate consisted of three components, General Climate, OCTAPAC Culture, HRD Mechanisms. 14 items from the questionnaire were chosen to study the General Climate, 14 Items were chosen to study the HRD mechanism and 10 items were chosen to study the OCTAPAC Culture(see Annexure). Items on a five point scale ranging from 5 (almost always true) to 1 (not at all true) was used in the study.

5.3 Analysis framework:

An average score of 3 and around indicates 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. For the purpose of interpretation, the mean score were converted into percentage score using the formula, percentage score = (mean score-1) x25.

5.4 Statistical Tools Used:

To analyze the results, various statistical tools such as *Percentage, Mean, Standard Deviation, z- test and one-way ANNOVA* were performed through SPSS 19 and MS Excel 2010.

5.5 Result and Discussion:

The result and Discussion is presented in two broad sections. The first section depicts the analysis of different dimensions of HRD climate in BSNL Odisha. The second section presents the perceptions of sample respondents regarding the HRD climate across the managerial levels.

6. Analysis of different dimensions of HRD climate in BSNL Odisha:

The different parameters of HRD climate considered in the analysis are as follows:

A human resource development climate can be consisting of broadly three aspects, namely the General climate, HRD mechanisms and the OCTAPAC (T.V. Rao, 1985)

6.1 General climate:

It emphasizes on the tendency at all levels starting from top management to the lowest level to treat the people as the most important resource, a perception that developing the competencies in the employees' is the job of every manager or supervisor, faith in the capability of employees to change and acquire new competencies at any stage of life ,making efforts to help employees recognize their strengths and weaknesses through feedback and a general climate of trust. The general climate underlines the will of the top management to

ensure a development climate by means of good policies, proper investment and creating effective systems.

6.2 HRD Mechanisms:

HRD mechanisms revolves around Supportive HRD practices including performance appraisal, training, reward management, potential development, job rotation and career planning.HRD mechanisms play a vital role in upgrading competencies and ensuring employee performance and motivation.

6.3 OCTAPAC Culture:

The term OCTAPAC has been coined to denote the characteristics of organizational culture, which is an important part of HRD climate which includes: openness, confrontation, trust, autonomy, proaction, authenticity and collaboration.

Analysis of the perception of the sample respondents across the departments, regarding the HRD Climate:

Table:1

Dimens-ions of HRDC	Departments of B SNL , O disha											
		A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11
O	Mean	4.21	4.14	3.50	3.53	3.97	4.46	4.53	4.69	3.74	4.43	4.12
	S.D	1.09	0.45	0.67	0.74	1.10	0.69	0.62	0.50	0.88	0.85	0.76
	%	80.25	78.50	62.50	63.25	74.25	86.50	88.25	92.25	68.50	85.75	78
C	Mean	4.13	4.24	3.23	3.38	3.80	4.32	3.96	3.95	4.20	4.50	3.97
	S.D	1.03	0.67	0.97	0.73	0.91	1.09	0.92	0.88	0.82	0.82	0.88
	%	78.25	81	55.75	59.50	70	83	74	73.75	80	87.50	74.28
T	Mean	4.10	3.83	3.10	4.37	3.60	4.22	4.21	4.23	3.93	4.18	3.98
	S.D	1.02	0.34	0.65	0.76	1.14	0.82	0.42	0.43	0.67	0.35	0.66
	%	77.50	70.75	52.50	84.25	65	80.50	80.25	80.75	73.25	79.50	74.43
A	Mean	4.07	3.60	3.35	4.32	3.58	3.95	4.05	3.85	3.70	4.15	3.86
	S.D	1.07	0.55	0.39	0.63	1.04	0.82	0.78	0.86	0.92	0.65	0.77
	%	76.75	65	58.75	83	64.50	73.75	76.25	71.25	67.50	78.75	71.55
P	Mean	3.83	3.94	3.33	3.96	3.70	4.01	4.32	3.97	3.89	4.28	3.92
	S.D	1.01	0.55	0.83	0.73	1.05	0.65	0.76	0.67	0.79	0.84	0.79
	%	70.75	73.50	58.25	74	67.50	75.25	83	74.25	72.25	82	73.08
A	Mean	3.67	3.55	4.52	3.95	4.25	4.11	4.12	3.99	3.89	4.39	4.04
	S.D	1.11	0.59	0.67	0.59	0.93	0.89	0.79	0.69	0.86	0.96	0.81
	%	66.75	63.75	88	73.75	81.25	77.75	78	74.75	72.25	84.75	76.10
C	Mean	3.90	4.38	4.40	3.58	4.05	4.48	4.52	4.69	4.20	4.68	4.29
	S.D	1.00	0.49	0.52	0.84	0.89	0.78	0.78	0.76	0.86	0.48	0.74
	%	72.50	84.50	85	64.50	76.25	87	88	92.25	80	92	82.20
Over all OCTAPAC	Mean	3.99	3.95	3.63	3.87	3.85	4.22	4.24	4.20	3.94	4.37	4.03
	S.D	1.05	0.52	0.67	0.72	1.01	0.82	0.72	0.68	0.83	0.71	0.77
	%	74.68	73.86	65.82	71.75	71.25	80.54	81.11	79.89	73.39	84.32	75.66
G.C	Mean	3.48	3.23	3.59	3.58	3.63	4.03	4.16	4.03	3.91	4.07	3.77
	S.D	1.13	0.53	0.63	0.71	0.82	0.79	0.65	0.53	0.83	0.59	0.72
	%	62	55.75	64.75	64.50	65.75	75.75	79	75.75	72.75	76.75	69.28
HRD Mech an-ism	Mean	3.45	3.13	3.21	3.08	2.98	3.19	3.14	3.16	3.17	3.37	3.19
	S.D	1.19	0.76	0.76	0.65	0.79	0.76	0.76	0.76	0.68	0.76	0.79
	%	61.25	53.25	55.25	52	49.50	54.75	53.50	54	54.25	59.25	54.70
Total HRDC	Mean	3.64	3.44	3.48	3.51	3.49	3.81	3.85	3.80	3.67	3.94	3.66
	S.D	1.12	0.60	0.69	0.69	0.87	0.79	0.71	0.66	0.78	0.69	0.76
	%	65.98	60.95	61.94	62.75	62.17	70.35	71.20	69.88	66.80	73.44	66.55

Admin:A1, Finance:A2, Civil:A3, IT:A4, WLL:A5, CMTS:A6, Marketing:A7, Commercial:A8, OP:A9, Planning:A10, Total:A11.

A perusal of the data collected from the ten departments considered for the study, reflects the perception of the respondents regarding different dimensions of the HRD climate prevailing in the organization (see Table-1). The overall HRD climate as perceived by the respondents was found to be good, having a mean score of 3.66 and 66.55 per cent achievement level.

The dimension wise analysis of the HRD climate revealed that amongst the three broad dimensions, the highest achievement was noticed in the OCTAPAC (mean score: 4.03; 75.66 per cent), followed by General climate (mean score: 3.77; 69.28 per cent) and the lowest was the HRD mechanism (mean score: 3.19, 54.70 per cent). A further sub dimension wise analysis of the OCTAPAC, highlighted that the confrontation dimension was found to be highest with a mean score of 4.29 and achievement level of 82.20 per cent and lowest was the Autonomy dimension with a mean score of 3.86 and achievement rate of 71.55 per cent, achievement rate.

However a department wise analysis lucidly brings to light the perceptions of the respondents. The data revealed that a vibrating open climate prevailed in the Commercial department (highest mean score of 4.69). It was followed by Marketing (mean score: 4.53), CMTS (mean score: 4.46), Planning (mean score: 4.43), Administration (mean score: 4.21) and Finance departments (mean score: 4.14) departments respectively. However the views were found to be relatively more dispersed in the Administration and the WLL departments. The element of trust (item no.27) was found to be present to the maximum extent in the IT department (mean score of 4.37 and 84.25 per cent achievement level) while it was found to be minimum in the Civil department (mean score of 3.10 and 52.50 per cent achievement level). The respondents had dispersed views in the Administration and WLL departments regarding trust amongst them. Autonomy (item no.30, 31) was found to be highest in the IT department (mean score: 4.32 and 83 per cent achievement rate) and least in the WLL department (mean score: 3.35 and 58.75 per cent achievement rate). It was also seen that the standard deviation with respect to over all HRDC was high in the Administration and the WLL department. The Marketing department scored the highest in proactivity (item no.35,36) dimension with a mean score of 4.32 and achievement rate of 83 per cent and the Civil department scored the least in the same dimension (mean score: 3.33, achievement rate of 58.25 per cent). Authenticity factor was found to be highest in the Civil department (mean score: 4.52, achievement rate of 88 per cent) and least in the Finance department (mean score: 3.55 and achievement rate of 63.75 per cent).

Confrontation (item. no 34) was found to be extremely good in the Operational Planning department with the mean score of 4.69, followed by Planning (mean score: 4.68), Marketing department (mean score: 4.52), CMTS

(mean score: 4.48), Civil (mean score: 4.40, Finance (mean score: 4.38) and Administration (mean score: 3.90).. Employees collaborated with each other extremely well in the Planning Department (highest mean score: 4.50, 87.50 per cent achievement rate). This is followed by CMTS (mean score: 4.32), Finance (mean score: 4.24) Planning (mean score: 4.20), Marketing (mean score: 3.96), Commercial (mean score: 3.95), WLL (mean score: 3.80), IT (mean score: 3.38), Civil (mean score: 3.23) departments respectively.

The department wise analysis of the General climate revealed that the Marketing department was relatively in an advantageous position with a mean score of 4.16 and achievement rate of 79 per cent. Item No. 2,3,7,9, 8, 12 had a fairly good response which was obvious from the General Climate being 69.28 per cent. Item No.5, 11 and 13 received an average score. Item No.1 and 18 had a poor score. A lot of these items have the onus of responsibility lying with the top management at the corporate office level as well as the senior management level, divisional and departmental heads at the BSNL head quarter. It will help the organization if as a policy and strict practice, the seniors/line managerial personnel are significantly involved in identifying, harnessing and moulding talents and creating a fun filled workplace. It is necessary for managers' especially middle level executives to have a developmental approach in developing attitude of employees and guiding employees to learn new things. Executives across the levels need to shed mental blockages /impression about others in order to accommodate others perception and diminish possibility of discrimination..

An over all analysis of HRD climate in BSNL Odisha revealed that HRD mechanism was relatively lower than the other two dimensions of HRD climate. However, There was not much difference in the perception of the respondents across the departments regarding the HRD mechanism. The highest mean score for HRD mechanism was rated by the respondents of the Administration department (mean score: 3.45; 61.25 per cent achievement rate) and the least was by the WLL department (mean score: 2.98; 49.50 per cent achievement rate). Item no's 15,23,37 had a comparatively poor mean score than the rest of the items. Item no's 16,19,20,22 and 26 had an average score. Item no's 1,17,21,24 and 25 had a relatively better performance level in the organization. This indicates that HRD mechanism requires probing and redesigning with serious implementation measures.

6.4 Contribution of the dimensions to total HRD Climate and its Significance:

Further a Z score analysis was conducted to check the significance of the contribution of the dimensions of HRD climate to the total HRD climate (HRDC). It can be inferred from the calculated value of Z that the overall OCTAPAC (0.23) and General climate (0.28) was found to be significant at five percent level of significance. Similarly the calculated Z-value of HRD Mechanisms (-2.42) was found to be significant at one per cent level of

significance. Therefore the first hypothesis that OCTAPAC, General climate and HRD mechanism contribute significantly to HRD climate is here by accepted.

Analysis of the perception of the sample respondents across the levels of management, regarding the HRD Climate:

Perception of Executives regarding HRD Climate across the managerial levels in BSNL, Odisha

Table 2:

Manag erial level	Mean Score of Respondents											
		A1	A2	A3	A4	A5	A6	A7	B1	C1	D1	E1
Junior	Mean	4.10	3.79	3.75	3.49	3.86	3.62	4.13	3.82	3.18	3.70	3.56
	SD	0.74	0.90	0.76	0.85	0.84	0.79	0.79	0.81	0.63	0.59	0.68
	%	77.43	69.82	68.73	62.15	71.58	65.40	78.28	70.48	54.40	67.40	64.09
Middle	Mean	4.03	4.08	4.09	3.79	4.21	3.70	4.26	4.02	3.15	3.70	3.62
	SD	0.80	0.87	0.60	0.96	0.71	0.86	0.72	0.79	1.01	0.87	0.89
	%	75.75	77.03	77.18	69.83	80.30	67.50	81.58	75.59	53.75	67.45	65.60
Senior	Mean	4.22	4.05	4.10	4.30	3.94	4.45	4.48	4.22	3.26	3.93	3.77
	SD	0.74	0.87	0.64	0.52	0.87	0.71	0.70	0.72	0.72	0.69	0.71
	%	80.58	76.28	77.48	82.58	73.48	86.25	86.98	80.51	56.43	73.23	69.29
Consoli dated	Mean	4.12	3.97	3.98	3.86	4.04	3.92	4.29	4.03	3.19	3.77	3.66
	SD	0.76	0.88	0.66	0.77	0.81	0.79	0.74	0.77	0.79	0.72	0.76
	%	78.00	74.28	74.43	71.55	76.10	73.08	82.20	75.66	54.70	69.28	66.55

A1: Openness, A2: Collaboration, A3: Trust, A4: Autonomy, A5: Authenticity, A6: Proactive, A7: Confrontation, B1: Overall OCTAPAC Culture, C1: HRD Mechanism, D1: General Climate E1: Overall HRD Climate.

The senior level managers had a relatively better perception regarding the three broad parameters of HRD climate (GC: 73.23%, HRD mechanism: 56.43%, OCTAPAC: 80.51%). The middle level managers had slightly better perception than the juniors with respect to the overall OCTAPAC and General Climate. However, it is obvious from the above table that all the three levels of executives rated the HRD mechanisms to be average and lesser than the other two broad dimensions.

The above observation might be attributed to the fact that the senior managerial level is involved in devising major strategies and policies. BSNL, being a Government organization, has a bureaucratic structure, where power is mostly accumulated at the top level. Therefore, it becomes apparent that the senior executives would perceive the various elements of the HRD Climate in a very positive light.

In a sub parameter wise analysis of the OCTAPAC, it was found that over all confrontation existed to a very high level(82.20% with a mean score of 4.29) and was perceived very high by all the three levels of management(SL: 86.98%,ML:81.58%,JL:78.28%). Such a high extent of confrontation may be attributed to the fact, that BSNL is religiously encouraging and facilitating through meetings and brain storming sessions, exchange of ideas, suggestions and is allowing more discussions at every level before taking final decisions.

Proactivity was perceived to be existing to a very good extent by the senior managerial level. How ever there was quiet a difference between the perception of the senior managerial level and the other two levels whereas the junior and middle levels perception were quite close. In the present day business environment proactivity as an approach and practice is a sin-quo-non for every organization. It is the senior management who majorly has the responsibility to understand the pulse of the environment and steer the dynamics of the business accordingly.

The middle level managers rating towards Authenticity was the highest, where as the junior and senior managers had more or less similar perception about authenticity dimension. There was a distinct difference in the way the senior, middle and junior executives perceived the existence of autonomy at the workplace. It is quiet but natural that a bureaucratic set up would invariably give more scope to autonomy at the senior level of management, where as this decreases down the levels of management. The junior executives felt the deficiency of trust in their work life, which is seen from the rating given by them to this dimension, where as the middle and senior managers had a relatively good perception about enjoying trust at the workplace. This might be because of less autonomy and poor career growth opportunities at this level.

Collaboration was found to be very high as perceived by the senior management level, followed closely by the middle level and then by the junior level of management. Senior executives have the power to get work done and create awe to deliver. This is not very true in case of middle level managers who have a huge responsibility of

translating strategies into implementable actions, but their hands are tied in taking prompt action against colleagues and subordinates who take the advantage of cumbersome rules in a bureaucratic set up and continue with their lacksidical approach. So is the case of junior executives, who do not enjoy even as much power as the middle level manages and therefore feel the brunt of not being able to command work from other staff.

The senior executives thought that the organization had a very open environment, where as the perception related

to the existence of an open climate had less difference between the middle level executives and the junior level executives. This may be in line with the dynamics pertaining to senior management level where brainstorming and a free hand to devise strategies is part of their work life.

6.5 One Way ANOVA Analysis

Comparing Different Dimensions of HRD Climate by Managerial Levels Using One-Way ANOVA:

		Sum of Squares	df	Mean Square	F
OCTAPAC	Between Groups	6.388	2	3.194	
	Within Groups	149.689	212	0.706	4.524
	Total	156.077	214		
General Climate	Between Groups	7.047	2	3.5253	4.468
	Within Groups	167.307	212	0.742	
	Total	167.354	214		
HRD Mechanism	Between Groups	7.468	2	3.734	4.439
	Within Groups	178.36	212	0.841	
	Total	185.828	214		

Critical value of F at one percent level of significance is 4.60

F'-test statistic was found to be less than the table/critical value in case of all the dimensions of HRDC, OCTAPA, GC and HRD Mechanism; hence there is statistically no significant difference in perception at different managerial levels regarding HRD Climate at one per cent level of significance. Therefore, the second hypothesis of the study is accepted.

7. Conclusion and Recommendation

Though there has been some efforts in revamping the HRD mechanisms like performance appraisal, potential appraisal, career planning, reward system, training and development in the organization, yet it is a time taking process, since BSNL had very traditional Personnel mechanisms with maximum bureaucratic structure. A healthy HRD climate helps in creating better skilled and performing personnel, highly motivated workforce, job satisfaction and proper career growth opportunities. The study revealed that the perception of the employees towards HRD Climate was positive. The organization may consider in giving timely rewards to it's employees. Besides this, welfare measures should aim at creating a better work life balance, thereby enabling the employees in channelizing more mental energy towards work. The organization may consider investing money, time and efforts in an organized way to develop employees. There is emnating to change in the huge pyramidal structure to enable better flow of communication, accessibility to the senior managerial level, and faster rate of work accomplishment. Autonomy to all levels of executives needs to be widened in order to have innovative and productive work .In today's context, when there is uncompromising need for organizations to have competitive strategies, highly efficient and employees driven, it urges more than necessary and inevitable to

facilitate employees performance with effective HRD mechanisms, so that performance indicators, performance lapses, and performance augmenters be distinctly identified and any lacuna be promptly redressed, so as to improve organizational effectiveness.

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Annexure - 1

General Climate			
Item No.	Statements	Mean	S. D.
1	The top management of this organization goes out of its way to make sure that employees enjoy their work.	3.67	0.73
2	The top management believes that human resources are an extremely important resource and that they have to be treated more humanly.	3.96	0.47
3	Development of the subordinates is seen as an important part of their job by the managers/officers here.	3.94	0.92
4	The personnel policies in this organization facilitate employee development.	3.97	0.91
5	The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.	3.64	0.75
6	Senior officers/executives in this organization take active interest in their juniors and help them learn their job.	3.38	1.06
7	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	4.03	0.86
8	Managers in this organization believe that employee behaviour can be changed and people can be developed at any stage of their life.	3.87	0.65
9	People in this organization are helpful to each other.	3.89	0.39
10	Employees in this organization are very informal and do not hesitate to discuss their personal problems with their Supervisors.	3.56	0.76
11	The psychological climate in this organization is very conducive to any employee interested in developing himself by acquiring new knowledge and skills.	3.51	0.79
12	Seniors guide their juniors and prepare them for future responsibilities/ roles they are likely to take up.	3.87	0.39
13	The top management of this organization makes efforts to identify and utilize the potential of the employees.	3.84	1.13
18	People in this organization do not have any fixed mental impression/ mental reservations about each other.	3.59	0.34
Overall GC		3.77	0.72

HRD Mechanisms			
14	Promotion decisions are based on the suitability of the promotee rather than on favouritism.	3.67	0.65
15	There are mechanisms in this organization to reward any good work done or any contribution made by employees.	4.04 2.43	0.97
16	An employee is appreciated by his supervisors when he does good work.	3.13	0.86
17	Performance appraisal reports in our organization are based on objective assessment and adequate information and not on any favouritism.	3.25	0.92
19	Employees are encouraged to experiment with and try out new methods and try out creative ideas.	3.17	0.89
20	When any employee makes a mistake his supervisors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.	3.17	0.77
21	Weaknesses of employees are communicated to them in a non-threatening way.	3.23	0.76
22	When behaviour feedback is given to employees they take it seriously and use it for development.	3.11	0.87
23	Employees in this organization take pains to find out their strengths and weaknesses from their supervising officers or colleagues.	2.43	0.74
24	When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.	3.23	0.78
25	Employees returning from training programmes are given opportunities to try out what they have learnt.	3.23	0.75
26	Employees are sponsored for training programmes on the basis of genuine training needs.	3.18	0.76
37	This organization ensures employee's welfare to such an extent that the employees can save a lot of their mental energy for work purposes.	2.65	0.78
38	Job-rotation in this organization facilitates employee development.	3.21	0.56
Overall HR DM		3.19	0.79

OCTAPAC Culture			
27	People trust each other in this organization.	3.98	0.66
28	Employees do not feel afraid about their expression of/or discussion of their feelings with their superiors.	4.34	0.78
29	Employees are not afraid to express or discuss their feelings with their subordinates.	4.08	0.73
30	Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.	3.86	0.77
31P	Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organization.	4.12	0.89
32Auth	When seniors delegate authority to juniors, the juniors use it as an opportunity for development.	4.54	0.88
33	Team spirit is of high order in this organization.	3.97	0.88
34	When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.	4.29	0.74
35Auth	Career opportunities are pointed out to juniors by senior officers in the organization.	3.54	0.74
36 P	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.	3.72	0.68
Overall OC		4.03	0.77
OVERALL HRD CLIMATE		3.66	0.76