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## **A Study Impact on Human Resource Climate with Special Reference to Hosur Industries**

**Prof.R.Murugesan, M.Com, MBA, M.Phil, (PhD)**

Assistant Professor

Department of Management Studies

PSV.College of Engineering and Technology

Krishnagiri-635108, Tamilnadu, India

Mail id : [murugesanpsv@yahoo.in](mailto:murugesanpsv@yahoo.in)

Mobile No: 9688225826

**Prof.Dr.T.Vetrivel**

Professor and Head

Department of Management Studies

Velalar College of Engineering and Technology

Tindal – Erode District, Tamilnadu, India

Mail id : [vetreemba@gmail.com](mailto:vetreemba@gmail.com)

Mobile No: 9843658303

### **Abstract**

The study is based on a study on HRD Climate in Hosur Industrys.The objective is to find out the socio demographic profile of the respondents towards the impact on HRD Climate in

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Hosur Industry. The primary data is directly collected from the respondents using questionnaire method. The secondary data consists by using already available information through like the investigators consulted the Teachers, Articles, Journals, Newspaper etc., after the statistical test used in chi-square test and “t” test in HRD Climate in Hosur Industry. The finally suggestion is a number of HRD instruments have been found to generate a good HRD climate.

Key words: Climate, investigators, statistical test,

## CHAPTER – I

### 1.1. Introduction

In management, the current era is the era of Human Development and employee involvement. The modern approach to management ensures employee involvement and empowerment. Employees and management admit that many obstacles to achieve organizational goals can be overcome by employees themselves if they are provided the necessary tools and authority to do so. There is a direct relationship between the concept of employee involvement and employee empowerment and organizational growth and development. The present study is an attempt to explore the impact and relationship between the HRD climate, empowerment and organizational citizenship behavior in private and government organizations.

### Meaning

Human Resources Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement. Adam Smith states, “The capacities of

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individuals depended on their access to education”. The same statement applies to organizations themselves, but it requires a much broader field to cover both areas.

## Definition

Nadler (1970) defined HRD as a series of organized activities, conducted within a specified period of time, and designed to produce behavioral change. Some of the common activities he indentified within HRD are training, education and development. He identified training as those activities intended to improve performance on the job, education as those activities intended to develop competencies not specific to any one job, and development is preparation to help the employee move with the organization as it develops.

## Needed development in organization though organizational climate

Organizational climate is the process of quantifying the “culture” of an organization; it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. It is also known as corporate culture.

It about the perceptions of the climate and about absolute measures. Climate, as a metaphor is helpful – e.g. temperature is a measurable element of geographic climate, but it is not the absolute temperature that matters as much as human perception of it (is it cold, hot, or comfortable?). It is only after knowing what temperature means it terms of human comfort, that measurement of temperature becomes useful. Complicating perception is the probability that what may be too cool for one person may be too warm for another and just right for someone else.

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Similarly for organization, the 'climate' may be regarded in absolute terms and measured by instruments, but is 'felt' differently by individuals. The absolute climate may suit one person and not another. "What it's like to work here" or "How I feel when I work here". Climate is worthwhile to understand and measure because there are organizational and human benefits a 'good' climate, and powerful disadvantages of many kinds of bad climate. It is

## Importance of HRD climate

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 directly or indirectly this environment effects the organization and the employee. The importance's are as follows:

- Environmental factors of HR are prime influencing elements of change in HR strategy.
- It gives HR professionals time to anticipate opportunities in HR area and time to plan optional responses of these opportunities.
- It helps HR professionals to develop an early warning system to prevent threats emerging out from HR scenario, or to develop strategies, which can turn a threat.
- It forms a basis of aligning the organization strengths to the changes in the environment.

It enables the entry of the latest national/international HR developments



### **Role of human resource development manager**

The role of manager of HRD (Human Resource Development) consists of five separate but overlapping components referred to as sub roles. Each is vital to the development of an efficient and properly managed HRD department. They include:

- 1) Evaluator of the HRD program's impacts and effects on organizational efficiency.
- 2) Management of the organizational learning system
- 3) Operational manager responsible for the planning, organizing, staffing, controlling and coordinating of the HRD department, effectiveness, its impacts and its practitioners.

### **1.2. Scope of the study**

The general climate deals with the importance given to human resources development in general by the top management and line managers. It is the supportive climate that is essential for proper implementation of HRD initiatives. To prepare Human Resource Development Climate, Manager and Supervisor's responsibilities are more or we can say that they are the key players. Manager and supervisors have to help the employees to develop the competencies in the employees. To help employees at lower level they need to updated properly and they need to share their expertise and experience with employees.

### **1.3. Objective of the study**

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- ✓ To find out the socio demographic profile of the respondents towards the impact on HRD climate.
- ✓ To examine the nature of HRD climate prevailing in the industry
- ✓ To identify the nature of HRD system in the industry.
- ✓ To measure the effectiveness of values which are pertaining in the industry

#### 1.4. Limitations of study

- ✓ The study considered only the Titan industry and did not include any other industries.
- ✓ The analysis made by the researcher may not be applicable for a long period of time as the company is a fast growing one.
- ✓ The researcher was unable to get back some of the questionnaire for which he had to print additional sets of questionnaire.
- ✓ The study is based on the primary data collected from the respondent, which may have an element of bias in their responses.



## CHAPTER – II

### 2.1. Review of literature

**Jan A.de.Jong, Frieda J.Leenders, Jo G.L. Thijssen, (1999)** explores his views by a research paper in Journal of workplace learning with article titled “HRD tasks of first-level managers”. First-level managers are increasingly held accountable for the training and development of their team members. In order to explore how this HRD responsibility is executed, HRD officers of 23 innovative companies were interviewed. Delegation of HRD responsibility to first-level managers turns out to be a feasible option, providing certain conditions are met. Three distinct HRD roles of first-level managers can be observed: an analytic role, a supportive role and a trainer role.

**A.Ahad M.Osman-Gani**Citation:**A.Ahad M.Osman-Gani, (1999)** has describe a general review on “international Technology Transfer for competitive advantage: A conceptual analysis of the role of HRD”, Economic development of a nation depends on the growth and development of its economic entities such as business organizations. In order for an organization to succeed and grow, it has to maintain a technological edge in this competitive global business environment. This can be accomplished either through technological innovation or through technological acquisition and adaptation. The innovated or acquired technology is then transferred to different units of the organization, located at different geographical locations. These transfer, implementation, and use phenomena are crucial for total organizational success and growth.

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Thomas. N.Garavan, Patrick Gunnigle, Michael Morley, (2000) has framed his thoughts as a conceptual paper on “Contemporary HRD research: a diarchy of theoretical perspectives and their prescriptions for HRD”. The paper addresses some of the key debates within the HRD literature and considers the extent to which HRD can be described as a field of study. The paper addresses the issues raised in the contributions that make up this special issue and identifies a broad range of methodologies and use of research methods. It argues that all of the contributions fit into at least one theoretical perspective: capabilities, psychological contracts and the learning organization / organizational learning. The paper concludes with a consideration of the prescriptions which the perspectives advocate for HRD in organizations.

Arif Hassan, Junaidah Hashim, Ahmad Zaki Hj Ismail, (2006) conducted a study on “Human resource development practices as determinant of HRD climate and quality orientation”. The aim of the study was to measure employees perception of human resource development (HRD) practices, to explore whether ISO certification leads to any improvements in HRD system, and to examine the role of HRD practices on employees development climate and quality orientation in the organization. A total of 239 employees belonging to eight organizations ( four of them ISO certified) responded to a questionnaire which measured the following variables: career system, work planning system, development system, self renewal system, and HRD system. The study has been results indicated large inter – organizational differences in HRD practices. In general, however, employees rating were moderate. ISO certified companies, compared to others obtained higher means on some HRD variables. Organizations with better learning, training and development systems, reward and recognition, and information systems

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promoted human resource development climate. Quality orientation was predicted by career planning, performance guidance and development, role efficacy, and reward and recognition systems. The findings can be used by HR practitioners and scholars in building management concerns and advocacy for better HRD systems and practices.

**Ani B. Raiden, Andrew R.J.Dainty, (2006)** reports a case study on “Human resource development in construction **organization**: An example of a “chaordic” leaning **organization**? The purpose of his paper is to present case study research of the HRD strategy, policy and practice of a large UK-based construction contractor in relation to the concept of LO. The empirical data for the examination of the “chaordic” LO were drawn from recent doctoral research that investigated a large UK-based construction contractor’s strategic human resource management practices. The analysis suggests that the organizational project-based structure and informal culture to form a “chaordic LO”. A “chaordic enterprise” comprises a complex organization that operates in a non-linear dynamic environment. However, it appears that this approach has evolved unintentionally rather than as a result of targeted strategic human resource management (SHRM) policies, which in turn reflects a genuine commitment to advanced HRD.

**Laura L. Bierema (2010)** expresses a view on “Resisting HRD’s resistance to diversity”. The purpose of this paper is to empirically illustrate how human resource development (HRD) resists and omits issues of diversity in academic programs, textbooks, and research: analyze the research on HRD and diversity over a ten-year period; discuss HRD’s resistance to diversity; and offer some recommendations for a more authentic integration of diversity into HRD research, teaching, and practice. The paper analyzes common HRD textbooks and refereed diversity

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research over a ten-year period to examine the amount of HRD research is being conducted in the area of diversity. The paper found that HRD overwhelmingly omits diversity topics, in contradiction to its claims of “diversity” as a legitimate part of the field. The paper concludes that HRD’s omission of diversity form of resistance since fundamentally addressing diversity threatens HRD’s per formative frameworks and practices. The paper challenges HRD researchers to more systematically examine diversity and practitioners to be more cautions consumers of diversity practices.

**Dmitry Kucherov and Elena Zavyalova (2012)** reviewed a theory on “HRD practices and talent management in the companies with the employer brand”. The review aimed that the employer brand could be a key factor of competitiveness for a company in a contemporary labour market. The purpose of this paper is to identify the features of human resource development (HRD) practice and talent management in companies with employer brand (CEBs). The authors examined three economic indicators (turnover rate, average share of HR costs in total costs of company, proportion between the annual HR training budget and annual labour compensation funds). An employee survey was conducted to study the HRD system in the CEBs and in companies without the employer brand (CWEBs). Also, the survey was employer brand could be strong factor for attracting talent to the company. The results show considerable differences in terms of economic indicators, HRD practices and talent management in the CEBs in comparison with CWEBs. The potential advantages of employer brand for a company were identified. The results of the study strongly supported that the CEBs gained a number of economic advantages due to lower rates of staff turnover and higher rates of HR investments in

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training and development activities of employees. Also, the authors found out that in the CEBs internal recruitment practices, internal training programs and highly efficient incentive activities were widespread and employees were actively involved in the decision-making and management processes. This paper is the first large-scale study in Russia that examines the relationship between the HRD system and employer brand and enables companies to modify their HRD policies and practices in order to become attractive employers in an era of the so-called “war for talents”.

Vengapandu Rama Devi and Vallabhaneni Pujitha (2012) conducted an empirical study on “Relationship between HRD climate and Organizational Commitment”. The study reveals that the Human resources are significant strategic forces and sources of sustained competitive advantage. Organizational commitment is of paramount importance for an organization as it can contribute to the successful performance of an organization as it can contribute to the successful performance of an organization. This is because a highly committed employee identifies himself with the goals and values of the organization and displays greater organization’s citizenship behavior. If human resources are said to be an organization’s greatest assets, then committed human resources should be considered as the main source of organization’s competitive advantage. The major challenge faced by the IT industry is technological obsolescence and high attrition rate. The challenge of an IT organization is to develop the employees with the latest technical skills & knowledge and to retain them. By providing a congenial climate and a good developmental environment an organization can have sustainable development through committed work force. The book explores the relationship

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between the HRD climate and organizational commitment in an IT organization and it will be useful to the academicians, researchers and the organizations.

HRD is a continuous and dynamic process in organizations. Dynamic people can build dynamic organizations. HRD has multiple goals. These include employee competency development, employee motivation and organizational climate development. Empowerment means creating an environment in which employees receive more authority for accomplishment of their work tasks in exchange for accepting responsibility for work outcomes. Empowerment refers to “the process of gaining influence over events and outcomes of importance to an individual or group”. Organization Citizenship Behavior (OCB) is defiance as contribution by the employees towards their work group for which there is no concrete immediate reward. This study is an attempt to see the impact of HRD climate on empowerment and OCB.

In a competitive environment in which organizations much be faster, learner, provide better service, be more efficient and ultimately more profitable, an empowered and proactive workforce is thought to be essential whether people feel empowered can have consequences for individuals and organizations. Perceptions of empowerment can enhance the value of work for empowerment can enhance the value of work for individuals, increase job satisfaction and contribute to work productivity and success. Empowerment has been shown to effect managerial and organizational effectiveness and it is presently recognized as one means by which managers can effectively manage today’s organizations, which are characterized by a grater variety of influence channels, a growing reliance on horizontal structures and peer network, a blurred distinction between managers and workers and a diminished attachment of employees to

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organizations. Empowerment is also viewed as a significant prerequisite to developing trust in organization.

Human Resource Development is the integrated use of training, organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs.

## 2.2. Research methodology

### 2.2.1. Research design

This research study is done through a survey. Survey is referred as the best research method to understand public opinion regarding any issue. So this method can help to produce the precise result. To achieve the above-mentioned objectives the study is done through survey method. Questionnaires are filled by personally interviewing all the executives working in the Hosur Unit. The interview technique is used to get the valid and reliable data. The questionnaire has used the likert scale questions and bivariate questions. Survey has helped the researcher to come up with critical factors, which important to executives. Further the perseverance of the HRD climate changes over time with respect to age, occupation, gender and so on. The need is to understand the perception with reference to their expectation point of view. So researcher has done a survey through questionnaire method. The adoption of these tools helped to collect both quantitative and qualitative data. The questionnaire is in two sections – the first contained questions on respondents' personal data, the second section consists of dimensions like HRD

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climate, Values, Rewards and Recognition, Empowerment, Communication and quality orientation. Hence the study is descriptive in nature.

## 2.2.2 Sampling design

The term universe is commonly defined as the totality of everything that exists, including all matter and energy, the planets, stars, galaxies, and the contents of intergalactic space. The study population comprises of all the executives who are working in the industry. As the record reveals there are 53 executives enrolled. The researcher selected the total universe as sample. From the total sample 2 respondents questionnaire are found suitable for analysis and the 1 executive was on casual leave, finally the researcher selects 50 respondents as sample size. Hence the researcher used census method as a sampling technique.

## 2.2.3 Data collection

### 2.2.3.1. Questionnaire

A questionnaire is a form prepared and distributed to secure responses to certain questions. It is a device for securing answers to questions by using a form which the respondent fills by himself. The questionnaire is prepared by the researcher through personal standardized scale.

### 2.2.3.2. Primary data

The information required for the study was directly collected from the respondents using questionnaire method as the primary source of data to collect the data.

### 2.2.3.3. Secondary data

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In this study the secondary data consists by using already available information through like the investigators consulted the teachers, articles, Journals, Newspaper etc.

### 2.2.4 Statistical design

The researcher had used Student’s test, ANOVA ‘f’ test and Chi-Square analysis in statistical package for the analysis. It gives the appropriate and systematic results.

## Chapter – III

### Data Analysis and Discussion

Table no – 3.1.distribution of the respondents and their various dimensions of HRD climate

S.No	Various dimensions of HRD climate	No. of Respondents (n=50)	Percentage (100%)
	<b>Climate</b>	5	10
	Low	29	58
	High	21	42
Mean :28.54/Median:27.00/S.D: 5.448 / Min: 20 / Max: 38			
	<b>Values</b>		
	Low	22	44
	High	28	56
Mean :35.56/Median:37.50/S.D: 6.615 / Min: 19 / Max: 47			
	<b>Rewards and recognition</b>		
	Low	11	22

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	High	39	78
Mean :14.32/Median:15.00/S.D: 3.915 / Min: 4 / Max: 19			
	<b>Empowerment</b>		
	Low	30	60
	High	20	40
Mean :11.14/Median:11.00/S.D: 2.020 / Min: 7 / Max: 15			
	<b>Communication</b>		
	Low	24	48
	High	26	52
Mean :18.62/Median:19.00/S.D: 2.755 / Min: 15 / Max: 25			
	<b>Quality orientation</b>		
	Low	20	40
	High	30	60
Mean :20.22/Median:21.50/S.D: 3.092 / Min: 14 / Max: 25			
	<b>Overall HRD climate</b>		
	Low	20	40
	High	30	60
Mean :129.40/Median:133.00/S.D: 19.084 / Min: 84 / Max: 163			

The above table indicates that more than half (58 per cent) of the respondents were in low level opinion about climate and remaining 42 per cent of the respondents were in high level. The

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table shows that more than half (56 per cent) of the respondents were in high level opinion about value and remaining 44 per cent of the respondents were in low level. The above table reveals that vast majority (78 per cent) of the respondents was in high level opinion about rewards and recognition and remaining 22 per cent of the respondents were in low level. The above table indicates that majority (60 per cent) of the respondents was in low level opinion about empowerment and remaining 40 per cent of the respondents were in level. The above table indicates that more than half (52 per cent) of he respondents were in high level opinion about communication and remaining 42 per cent of the respondents were in low level. The above table indicates that majority (60 per cent) of respondents was in high level opinion about quality orientation and remaining 40 per cent of the respondents were in low level. The above table indicates that majority (60 per cent) of the respondents was in high level opinion about overall HRD climate and remaining 40 per cent of the respondents were in low level.

**Table no – 3.2.Distribution of the respondents and their overall HRD climate**

S.No	Various dimension of HRD climate	Age						Statistical inference
		Below 25 years		26 to 35 years		36years & above		
		(n=16)	(100%)	(n=26)	(100%)	(n=8)	(100%)	
	<b>Climate</b>							$X^2 = 2.416$
	Low	7	43.8%	16	61.5%	6	75%	Df=2
	High	9	56.3%	10	38.5%	2	25%	.299>0.05

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								Not significant
	<b>Values</b>							
	Low	5	31.3%	11	42.3%	6	75%	$X^2 = 4.206$
	High	11	68.8%	15	57.7%	2	25%	Df=2 .122<0.05 Not significant
	<b>Rewards and recognition</b>							
	Low	0	.0%	8	30.8%	3	37.5%	$X^2 = 6.798$
	High	16	100%	18	69.2%	5	62.5%	Df=2 .033<0.05 significant
	<b>Empowerment</b>							
	Low	8	50%	14	53.8%	8	100%	$X^2 = 6.410$
	High	8	50%	12	46.2%	0	.0%	Df=2 .041<0.05 significant
	<b>Communication</b>							

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	low	3	18.8%	16	61.5%	5	62.5%	$X^2 = 8.068$ Df=2 .018<0.05 significant
	High	13	81.3%	10	38.5%	3	37.5%	
	<b>Quality orientation</b>							
	Low	3	18.8%	9	34.6%	8	100%	$X^2 = 15.325$ Df=2 .000<0.05 significant
	High	13	81.3%	17	65.4%	0	.0%	
	<b>Overall HRD climate</b>							
	Low	3	18.8%	11	42.3%	6	75%	$X^2 = 7.151$ Df=2 .028<0.05 significant
	High	13	81.3%	15	57.7%	2	25%	

The above table shows that there is a significant association between age of the respondents and their opinion about overall HRD climate (.028<0.05). Hence, the calculated value less than table value.

**Research hypothesis:** There is significant association between age of the respondents and their opinion about overall HRD climate.

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**Null hypothesis:** There is no significant association between age of the respondents and their opinion about overall HRD climate.

**Statistical test:** Chi-square test was used the above table.

**Inference:** The above table shows that there is a significant association between age of the respondents and their opinion about overall HRD climate (.028<0.05). Hence, the calculated value less than table value. So the null hypothesis rejected and the research hypothesis accepted.

**Table no – 3.3.Distribution of the respondents and their overall HRD climate**

S.no	Gender	Mean	S.D	Statistical inference
	<b>Climate</b>			T = .684
	Male (n=34)	28.18	6.023	.497>0.05
	Female (n=16)	29.31	4.029	Not significant
	<b>Values</b>			
	Male (n=34)	36.38	7.675	T = .274
	Female (n=16)	36.94	3.623	.785>0.05
	<b>Rewards and recognition</b>			
	Male (n=34)	13.53	4.419	T = 2.158

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	Female (n=16)	16.00	1.633	.036<0.05 Not significant
	<b>Empowerment</b>			
	Male (n=34)	11.32	2.070	T = .935 .354>0.05
	Female (n=16)	10.75	1.915	Not significant
	<b>Communication</b>			
	Male (n=34)	18.79	2.706	T = .684 .520>0.05
	Female (n=16)	18.25	2.910	Not significant
	<b>Quality orientation</b>			
	Male (n=34)	20.50	2.810	T = .932 .356>0.05
	Female (n=16)	19.63	3.649	Not significant
	<b>Overall HRD climate</b>			
	Male (n=34)	128.71	21.086	T = .372 .712>0.05
	Female (n=16)	130.88	14.426	Not significant



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The above table shows that there is no significant difference between gender of the respondents and their opinion about overall HRD climate ( $.712 > 0.05$ ). Hence, the calculated value greater than table value.

**Research hypothesis:** There is a significant difference between gender of the respondents and their opinion about overall HRD climate.

**Null hypothesis:** There is no significant difference between gender of the respondents and their opinion about overall HRD climate.

**Statistical test;** Student “t” test was used the above table.

**Inference:** The above table shows that there is no significant difference between gender of the respondents and their opinion about overall HRD climate ( $.712 > 0.05$ ). Hence, the calculated value greater than table value. So the null hypothesis accepted and the research hypothesis rejected.

## CHAPTER – 4

### Findings, suggestion and conclusion

#### 4.1. Finding related hypothesis

- ✓ There is a significant association between age of the respondents and their opinion about overall HRD climate ( $.028 > 0.05$ ). Hence, the calculated value less than table value. So the null hypothesis rejected and the research hypothesis accepted.

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- ✓ There is no significant difference between gender of the respondents and their opinion about overall HRD climate. ( $.712 > 0.05$ ). Hence, the calculated value greater than table value. So the null hypothesis accepted and the research hypothesis reflected.

#### 4.2. Suggestions

- ✓ Personnel policies that show high concern for employees, that emphasize equity and objectivity in appraisals, policies that emphasize sufficient resource allocation for welfare and developmental activities, policies that emphasize a collaborative attitude and trust among the people go a long way in creating the HRD climate.
- ✓ A number of HRD instruments have been found to generate a good HRD climate. Particularly open systems of appraisal with emphasis of counseling carrier development systems, informal training mechanisms, potential development systems etc. contribute to HRD climate.

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- ✓ Organizations that have built in self-renewal mechanisms are likely to generate a positive HRD climate.
- ✓ A helpful and supportive attitude on the part of HRD and personnel people plays a very critical role in generating the HRD climate.
- ✓ The commitment of line managers to the development of their subordinates is a very important determiner of HRD climate. If line managers are willing to spend a part of their subordinates, it is likely to have a positive impact.
- ✓ Management should encourage employees to experiment with new methods and trying out new and creative ideas.

### 4.3. Conclusion

The employee's perception regarding the HRD climate is significantly better in the private sector organizations in comparison to the public sector organizations. Since HRD climate perceptions play an important role in determining the managerial and organizational effectiveness, organizations cannot afford to ignore this important aspect. It is therefore important for the management to work towards improving the development climate of their

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organization. However, findings of the present study indicate that there is still substantial scope for improvement in several of HRD in the organization.

Companies should realize that productivity is most likely to increase when employees have adequate development opportunities. This could be achieved by developing personnel policies conducive to the development of employees, by providing the employees with career opportunities and investing in career planning and career development initiatives. Trust level among the employees is low every possible effort should be made to overcome this serious problem. Efforts should be geared to strengthen the values of mutuality, trust, confidence, collaboration, loyalty, authenticity and so on. The management should make all out efforts to convert “superior-subordinate relationships” into “friendly informal relationships” as employees hesitate to discuss their problems with their supervisors which is a serious concern and should be given adequate attention. Open discussions should be promoted which will help employees to overcome their fear and hesitation and hence will result in speedier solution of the problems. In addition, it is important to provide employees with appropriate autonomy and freedom to take the decisions to perform their tasks in an effective manner. So, while designing job considerable attention should be given to add the element of freedom and autonomy in it. The culture of openness should be created which is not a task of one day; it requires significant investment of time and other resources.

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