



AN EMPIRICAL STUDY ON HUMAN RESOURCE DEVELOPMENT (HRD) CLIMATE IN ENGINEERING COLLEGES OF ANDHRA PRADESH STATE

B.Sankar Naik¹ and Dr .K. Nirmal Kumar Reddy²

¹Assistant professor, Department of Management Studies, Sir Vishveshwaraiah Institute
Of Science and Technology, Madanapalle, A.P, India.

²Associate Professor, Department of Management Studies, Sir Vishveshwaraiah Institute
Of Science and Technology, Madanapalle, A.P, India.

ABSTRACT

At present Scenario, organizations are operating in an environment of complexity and uncertainty where the only constant is climate. HRD assumes considerable role for survival and growth of any organization. For this purpose congenial HRD climate to take it root and HRD system of any engineering college should be capable of aligning staff attitudes, skills and knowledge with the changing nature of work as well as growing expectation of the students and parents. This article attempts to analyze the nature and extent of HRD climate prevailing in engineering colleges of Andhra Pradesh and comparative analysis between the Government Engineering Colleges and Private Engineering Colleges, the article is based on the primary survey of 146 employees of various Government and Private Engineering Colleges through a structured questionnaire.

The study revealed that the 3 variables: General HRD Climate, HRD Mechanisms and OCTAPAC culture are no difference in Government engineering colleges compared to private engineering colleges. The findings point out no significant difference in the developmental climate popular in Government Engineering Colleges and Private Engineering Colleges.

Keywords: - Human Resource Development (HRD) Climate, Business Environment, Likert scale, HRD Mechanisms and OCTAPAC Culture.

INTRODUCTION

Human resource development (HRD) is an essential ingredient to achieve performance goals, enhance productivity and sustain competitive merit of any an organizational. In the present scenario, past changing business environment organization started to realize that people make the deviation. In this context, the key issue confronting Human Resource Development (HRD) system in college is to align employee's attitudes skills, and knowledge with the changing nature of work as well as growing expectation of the students and parents. The optimistic sign HRD climates renders the existing development more effective and make the organizations more receptive to the introduction of appropriate additional system. To succeed in any organization need to follow rules and regulation, procedures towards their employee development.

Organizational climate is a manifestation of organization culture i.e. extremely significant for achieving organizational efficiency and effectiveness, arranging better governance which ultimately leads to success. Right organizational culture sort good developmental climate which aims at enhancing human capital constantly. Recognizing the importance of HRD climate, the Government Engineering Colleges and Private Engineering Colleges developed 24 item HRD climate questionnaire to survey the extent to which development climate exists in organizations. These 24 items judge OCTAPAC culture (Openness, Confrontation, Trust, Autonomy, Proaction, Authenticity and Collaboration) culture and implementation of HRD mechanisms, and General climate.

REVIEW OF LITERATURE

HRD climate can be formed as General climate, HRD mechanisms and also OCTAPAC culture. Various studies have been conducted on HRD climate and its importance in organization. Very few of significant studies are reviewed here. But a study of HRD climate in Indian organizations was carried out by T.V. Rao and E. Abraham (1986) using the HRD climate survey questionnaire among 41 organizations in India. The study revealed that the general HRD climate in organization appears to an aggregate level. Abraham (1989) revealed the HRD practices of 68 Indian organizations. He has measured various elements of HRD profile of these organizations including performance management practices, training, promotion, rewards Management and the HRD Climate in terms of OCTAPAC (openness, collaboration, trust, authenticity, proaction, autonomy, and confrontation) culture. He also constructed an index of the

growth of the organization profitability as a measure of firm performance. the survey indicate that HRD climate is a heavy intervening variable in translating HRD practices into profit. Mishra and Bhardwaj (2002) reviewed that HRD climate survey in a private sector undertaking in India and they concluded that the HRD climate in that organization was good. T.V. Rao, (1992) found that, an organization has better HRD climate and processes is likely to be more effective than an organization that doesn't have them. Agarwala, Tanuja (2002) stated that, HRD climate was significantly more developmental in IT industry when compared to the automobile industry, Rodrigues, Lewlyn L.R (2004) found that, highly satisfactory in engineering institutes in India. Pattanayak (1998) reviewed that HRD Climate affect performance in three ways: 1) through defining the stimuli that confronts the individual; 2) Insertion constraints on the individual's freedom of choice; and 3) providing source of reward and penalty.

NEED FOR THE STUDY

A suitable HRD climate is very important for the ultimate achievement of the business objectives and goals. In the Indian context, many type of organization influences the culture prevalent in the organization. Since climate is an outcome of culture, this study attempts to deviation the HRD climate in public and private engineering college of Andhra Pradesh. The present review is an attempt to assess the extent of HRD climate prevailing in public and private engineering college. A 24 - item HRD climate questionnaire has been grouped into three categories: 1) General climate; 2) HRD mechanisms and 3) OCTAPAC culture. The general climate items deal with the very essentials given to the Human resources development in general by the HOD's and faculty staff. The OCTAPAC items deal with the extent to which openness, confrontation, trust, autonomy, proactively, authenticity and collaboration are valued in the organization. The three items dealing with HRD mechanisms quantify the extent to which HRD mechanisms are implemented critically.

RESEARCH METHODOLOGY

The relevant information for this study has been gathered from Primary and secondary data sources. Primary data was collected an ample part of the analysis depend exclusively this survey of engineering college staff members through a structured questionnaire. Secondary data was collected from various sources such as journals, periodicals, annual reports, books and college websites. A total of 146 staff responded to 200 questionnaire sent across government and private engineering colleges of Andhra Pradesh taking into consideration availability of employees and their interest to give responses to the

questionnaires. Since the questionnaire used a Likert five-point scale (5-almost always true, 4-mostly true, 3-sometimes true, 2- rarely true, 1- not at all true), an average scores of 3 and around indicate 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. To make interpretations easy the mean score were converted into percentage score using the formula Percentage score = (mean score-1) x 25. This assumes that a score of 1 represents 0 percent; score of 2 represents 25 percent; score of 3 represents 50 percent, score of 4 represents 75 percent, and score of 5 represents 100 percent. Therefore, proportion score indicate the degree to which the particular dimension exists in the company out of the ideal 100 percentage. In array to test the credibility of the work the relevant quantitative method such as analysis of average mean score, analysis of standard deviation and application of F-test have been adopted.

DATA ANALYSIS

The analysis part is done based on the responses of the sampled staff members working in Government and Private Engineering Colleges on the three categories of HRD climate: General HRD Climate, HRD mechanisms and HRD OCTAPAC culture.

In total, the questionnaire consist of 24 statements dealing with three HRD climate elements equally, which employs Likert's five point scale ranging from Strongly Agree -5 to Strongly Disagree -1.

Employees	Government engineering colleges	% in Total	Private Engineering Colleges	% in Total	Grand Total	% in Total
Male	48	77	56	67	104	71
Female	14	23	28	33	42	29
Total	62	100	84	100	146	100

Table-1: Demographic Details

1). General HRD climate

In way to assess general HRD climate prevailing in the Engineering Colleges, 08 items were identified from the questionnaire and the scores on responses of the sampled employees in the Engineering Colleges have been calculated. Means and percentage score of

Government Engineering Colleges and Private Engineering Colleges under study have been presented in Table -2. It is found from the table 2 that the overall mean scores for these 08 items put together is 3.55 (Percentage score 63.75) in Government Engineering College and 3.72 (percentage score 68) in Private Engineering College on a 5-point scale. Thereby it can be stated that the general HRD climate prevailing in the Private Engineering Colleges is good and average in Government Engineering Colleges organizations.

Item No	Government Engineering Colleges		Private Engineering Colleges	
	Mean	%	Mean	%
1	3.26	56.50	3.94	73.50
2	3.35	58.75	3.52	63.00
3	3.68	67.00	3.69	67.25
4	3.65	66.25	3.90	72.50
5	3.97	74.25	3.73	68.25
6	3.69	67.25	4.04	76.00
7	3.24	56.00	3.37	59.25
8	3.58	64.50	3.60	65.00
Average	3.55	63.75	3.72	68.00

Table -2: HRD GENERAL CLIMATE

An essential factors contributing highly to general climate in Private Engineering College seems to be that the psychological climate in their respective organizations is very conducive to an employee who is interested in developing himself to gain knowledge and skills; people in the organization are helpful to each other; and employees are very informal and do not hesitate to discuss their personal problems with their supervisors.

Other way, Government Engineering College, the seniors guide their juniors and prepare them for future responsibilities and roles they are likely to take up (item 06) have scored excellent (with 76 %). The other factors on which the Government Engineering Colleges surveyed scored well (a score 56 between 74 %) included: development of subordinates; senior's interest to help subordinates learn their job and acquire competence; and people's help to each other.

It is found from the study that the general climate in Private Engineering Colleges is better than the Government Engineering Colleges. The dimensions contributing to general

climate in government appeared to be better i.e. percentage score more than 60, while in private organizations some dimensions scored better and other dimensions have been scored at average and below average level. Thus, it can be stated that the general climate prevailing in Private Engineering College seems to be better than the Government Engineering Colleges.

2). HRD Mechanisms

Implementation of HRD mechanisms such as training, recruitment, performance appraisal and feedback, career planning, compensation and employee welfare has been examined in the units under study. In the questionnaire, 08 items were identified which deal with the implementation of HRD mechanisms. Average Means and percentage score for HRD Mechanisms for the units under study has presented in Table -3. The responses of all these items put together indicated that a good degree of implementation of HRD mechanisms with 63.75 percent in Private Engineering Colleges and degree of implementation with 64.75 percent in Government Engineering College.

Item No	Government Engineering Colleges		Private Engineering Colleges	
	Mean	%	Mean	%
1	3.26	56.50	3.90	72.50
2	3.74	68.50	3.74	68.50
3	3.69	67.25	3.54	63.50
4	3.74	68.5	3.63	65.75
5	3.66	66.5	3.54	63.50
6	3.56	64.00	3.44	61.00
7	3.66	66.50	3.36	59.00
8	3.16	54.00	3.63	65.75
Average	3.55	63.75	3.59	64.75

Table-3: HRD MECHANISMS

3). OCTAPAC Culture

In this arrangement to study OCTAPAC culture 08 items were identified from the questionnaire and the scores on the responses of the sampled employees in the

organizations have been calculated and presented in table -4. The overall OCTAPAC culture in the organizations under study appeared to be good with 67.5 % (mean score: 3.70) in Private Engineering College and in Government Engineering Colleges to be above average with 62% (mean score 3.48).

Item No	Government engineering colleges		Private Engineering Colleges	
	Mean	%	Mean	%
1	3.42	60.50	3.73	68.25
2	3.53	63.25	3.64	66.00
3	3.37	59.25	3.73	68.25
4	3.52	63.00	3.65	66.25
5	3.63	65.75	3.88	72.00
6	3.40	60.00	3.83	70.75
7	3.39	59.75	3.62	65.50
8	3.60	65.00	3.58	64.50
Average	3.48	62.00	3.70	67.50

Table-4: HRD OCTAPAC CULTURE

In Private Engineering Colleges, respondents expressed positively that the employees in their respective organizations are informal and do not hesitate to discuss their personal problems with their HOD'S or Supervisors and also the human resources capital are not terrified to express or discuss their manner with their subordinates. OCTAPAC culture in Government colleges under study scored good and high (on 5-point scale) except proactivity (59.75 percent), which indicates a high degree of OCTAPAC culture existing in the organization. In the Government Engineering Colleges under study, openness and proactivity scored excellent (a percentage score of 65 on an average) while trust, autonomy and authenticity have scored between 4-3 (on 5-point scale) which indicate a moderate tendency existing in the organization. Collaborative and confrontation have been scored average of 60 percent.

The study indicates that OCTAPAC culture in Private Engineering Colleges seems to be high level degree of existence, while in Government Engineering College some dimensions of OCTAPAC culture appears to be below average and poor. Thus it can be stated that the OCTAPAC existing in the Private Engineering Colleges under study is better

than the Government Engineering Colleges. There is a good deal of scope for improvement in the Government Engineering Colleges.

Comparative Analysis of HRD Climate in Engineering Colleges

In comparison level, it was found that the units that engaged in software provide HRD climate with an overall percentage of 63% (mean score 3.52) and the manufacturing organizations (66.75 percentage score, mean score 3.67). This means that good HRD climate was prevalent in the units surveyed. Table-5 shows the Average Mean Score (AMS), standard deviation and F-value of the variables: General Climate, HRD Mechanisms and OCTAPAC of Government engineering colleges compared to private engineering colleges.

Variables	Government Engineering colleges		Private Engineering Colleges	
	Average Mean Score Value	Average S.D	Average Mean Score Value	Average SD
General HRD Climate	3.55	0.89	3.72	1.08
HRD Mechanisms	3.55	1.09	3.59	0.97
HRD OCTAPAC Culture	3.48	1.22	3.70	0.90
Overall HRD Climate	3.52	1.07	3.67	0.98
F-Value	0.0807996			
	11.376302			

Table-5: Comparative Analysis of HRD Climate in Engineering Colleges.

F-Test Two-Sample for Variances

	<i>Variable 1</i>	<i>Variable 2</i>
Mean	0.015612	0.004160
Variance	0.000117	0.000010
Observations	3	3
Df	2	2
F	11.376302	
P(F<=f) one-tail	0.0807996	
F Critical one-tail	19	

The Table-5 shows that the general climate for Government engineering colleges with a average mean score of 3.55 is better than private engineering colleges, which is estimated at 3.72. The average mean score as regards the HRD Mechanisms and OCTAPAC culture for Government have been computed at 3.55 and 3.48 respectively. But in the case of private engineering colleges, the extent is slightly better in these two variables which have been calculated at 3.59 and 3.70 respectively. It is also exhibited from the table that the extent of HRD mechanisms and OCTAPAC is better than General Climate in Government, while in private the position of OCTAPAC culture is slightly better than HRD Mechanisms and General Climate. It is also inferred from the table that all variables in government better than private under study. There is clear from the average mean score that the overall HRD climate for government is better than private colleges.

The overall average mean score of HRD climate for government and private colleges has been computed at 3.52 and 3.67 respectively. The standard deviation of overall HRD climate for both organisations has been estimated at 1.07 and 0.98. The F -value of overall HRD climate for both government and private colleges has been worked out at 11.35 which is highly significant at .05 level. Since, the computed value of $F = 11.37$ is less than the critical value of $F = 19$ at 5% level of significance, therefore, the hypothesis is Accepted. Hence, there is no significant difference between the extent of HRD climate

prevailing in government and private engineering colleges. The above results show that the HRD climate for both government and private colleges are same.

Lack of team spirit, little concern for employee welfare, a general indifference on the part of the management, absence of personnel policies, ambiguity on career opportunities in the unit, little encouragement to experiment with new ideas and absence of openness seems to be the factors responsible for the average level of HRD climate in the private colleges. It includes the top managements concern for employee growth and line managers sustain also contributed towards creation of better climate in these units. In the case of private colleges, OCTAPAC culture, particularly openness and cooperation appeared and team spirit to be very high.

CONCLUSION

Human Capitals are the valuable assets of any organisation. The present study is an attempt to contribute to a good understanding of the HRD climate prevailing in Government Engineering Colleges and Private Engineering Colleges and to make a comparative analysis to understand whether they have same degree of HRD climate or not. The general climate, HRD Mechanisms and OCTAPAC culture are better in Private Engineering Colleges compared to Government Engineering Colleges. From the comparative analysis, it is concluded that there is an important difference in the HRD climate of Government Engineering Colleges and Private Engineering Colleges. Based on the taken as a whole analysis it can be concluded that the good HRD climate was prevalent in the engineering colleges surveyed. Thus, the extent of HRD climate prevailing in both the organizations seems to be same. For organizational and employees performance it is very important to focus on various aspects of the HRD climate prevalent in the organization.

REFERENCES

1. Agarwala, Tanuja (2002), "Innovative Human Resource Practices and HRD Climate: A Comparison of Automobile and IT industries", in HRD in Asia, New Delhi: Oxford & IBH: 3-10.
2. Biswajeet Pattanayak, Towards building a better HRD climate: a study on organizational role stress and quality of work life, International Journal of Human Resources Development and Management 2003 - Vol. 3, No.4 pp. 371 – 378.

3. Mishra, P. & Bhardwaj, G. (2002), "Human Resource Development Climate: An Empirical Study among Private Sector Managers", *Indian Journal of Industrial Relations*, 38 (1): 66.
4. M. Srimannarayana (2008), "Human Resources Development Climate in India", *Indian Journal of Industrial Relations*, vol.44, No.2, p.249- 255.
5. Mufeed,S.A.(2006).Enhancing Educational Institution's Effectiveness through HRD climate: An empirical study, *Management and Change*,10(2),25-64.
6. Natarajan C, Deepashri C (2000) A study on HRD climate. *HRD Times* 2(7):12–15.
7. Parranayak .B, (1998), *Corporate HRD*, Excel Books, New Delhi, 26-40.
8. Pooja Purang, Dimensions of HRD Climate enhancing organizational commitment in Indian organizations, *Indian Journal of Industrial Relations*, April 1, 2008, vol.43, No.4, p.528-546.
9. Pillai PR (2008) Influence of HRD climate on the learning orientation of bank employees. *Indian J Industrial Relation* 43(3): 406–418
10. Pooja P (2006) HRD climate: a comparative analysis of public, private and multinational organisations. *Indian J Ind Relat* 41(3):407–419.
11. P. Kangis, and D.G.S.Williams, (2000), "Organizational Climate and Corporate Performance: An Empirical Investigation", *Management Decision*, Vol.38/8, pp.531-540.
12. Rodrigues, Lewlyn L.R (2004), "Correlates of Human Resource Development Climate Dimensions: An Empirical Study in Engineering Institutes in India", *South Asian Journal of Management*, Vol.11 (2): 81.
13. Srimannarayana, M. (2007), *Human Resource Development Climate in Dubai Organization*, *Indian Journal of Industrial Relations*, 43 (1): 1-12.
14. Sharma A, Purang P (2000) Value institutionalisation and HRD climate: a case study of a navratna public sector organisation. *Vision* 4:11–17.
15. Thirumaran RM (2011) Contributions of HRD climate towards organizational development. *International Journal of Management Research Review* 1(5):161–163.
16. T.V. Rao and E. Abraham (1986), "Human Resource Development Climate in Indian organization".In T.V.Rao and D.F.Pereira Ed. *Recent Experiences in Human Resources Development*, New Delhi: Oxford and IBH, 70 - 98.
17. Venkiteswaran N, Sai KP (1997) A note on HRD climate. *Vikalpa* 22(1):51–53.