

Perception of Executive and Non-executive Employees Towards HRD Climate in Vijayawada Thermal Power Station (VTPS), Andhra Pradesh

Shaik Kamruddin

ABSTRACT Human resources are vital for the development of any organization apart from the traditional economic factors like land, labor, capital, raw materials and production, enriching and enhancing the skills, knowledge, and creativity of human resources has become inevitable for the organizational development. In the global competitive environment, the organizations which have creative and innovative workforce will thrive in the setting. In order to enrich the quality of human resources and manifest of hidden potential of human resources a good Human Resource Development climate is prerequisite for every organization. It enables the employees to unleash inner potential and being out the latent skills. Therefore, it is Human Resource Development that helps in the optimum utilization of financial, technological and material resources.

Key words : Perception, Human Resource Development Climate

1. INTRODUCTION :

Denison (1990) defines climate as “a set of conditions that exist and have an impact on individual’s behaviours” differentiating it from culture which he views as “the deep structure of organisations, which rooted in the values, beliefs and assumptions held by organizational members” (Denison,1996). As defined by *et al.* (1985) climate is “the relatively persistent set of perceptions held by organization members concerning the characteristics and quality of organizational culture. The authors distinguished between the actual situation (culture) and the perception of it (climate).

HRD climate of an organization plays a significant role in ensuring the competency, motivation and development of its employees. HRD climate can be created using appropriate HRD systems and leadership styles of top management. HRD climate is both a means to an end as well as an end in itself.

2. REVIEW OF LITERATURE :

These are extended literature which emphasize the importance of HRD climate and practices for effective utilization of human resources. Tanuja (2002) observed Human Resource Development climate is higher in Information Technology companies than in manufacturing sector. Padmakali Misra and GopaBharadwaj (2002)

concluded that psychological climate in the organisation should be improved in a way that it enables development of employees. Development of human resources occupied important place in developing employee skills (Tim Grieves, 2003). Pranabesh Ray (2004) observed that the chief objective of HRD is to build people who can enhance the growth and effectiveness of the organization. Ashit K. Sarkar (2004) felt that the organization's work culture, processes and environment affect the individual's potential along with ability, behaviour. Whereas, Badar Alam Iqbal (2006) stated to deal with the issues in 21st century, one of the most strategic requirements is HRD as it is the major contributory factor in enhancing the efficiency and productivity resulting into profitability to organizations.

The findings of empirical studies conducted upon HRD practices across different industries supports these assumptions. Mishra K. (2003) found that the existence of congenial HRD practices and performance of the Life Insurance Corporation. Patel and Iyer (2004) identified that in the pharmaceutical industry the HRD is well planned and implemented, setting example for others to follow. Besides, the authors opined that employees are of the impression that they could acquire skills and improve themselves. Rodrigues (2005) found the existence of highly satisfied Human Resource Development climate in engineering institutes.. Prakasha Rao, B.K.S. and Venkateswara Rao B.H (2005) stated that the success of LIC as a leading player in the market can be attributed to the HRD programmers undertaken by the LIC to its different cadres of employees.

Sonal Saxena (2006) felt that the major challenge faced by the IT industry is in the area of HRD. The IT industry can overcome the challenges by making the HRD activities consistent with the development efforts of their respective organizations. Srimannarayana M (2007) found that satisfactory HRD climate exists in the bank. He also found that OCTAPACE culture in the bank was superior to General HRD climate and the implementation of HRD mechanisms. **Kumudha and Abraham (2008)** stated that programs allied to self-de-velopment, job openings, and prospects to acquire new abilities and re-tirement provision programs prominently stimulate the emotional state of career gratification. **Saraswathi (2010)** The research highlights that HRD-climate for IT is superior to Production

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Dr. Shaik Kamruddin, Assistant Professor, Dept of Management Studies, Maluana Azad National Urdu University(A Central University) , Hyderabad, Telangana, India.



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companies. **Mufeed and Hamdani (2013)** asserted HRD climate and HRD mechanisms are dissatisfactory in case of health care sector of Jammu and Kashmir. **Dr. Dolly Dolai (2015)** in his study he analyzed HRD climate of private and public sector insurance companies, and to understand current position of Human Resource Development climate.

3. NEED AND SIGNIFICANCE OF THE STUDY :

Vijayawada Thermal Power Station (VTPS) which play a pivotal role in the power sector are taken for the present study. VTPS is a major Public Sector Undertaking which earned the distinction of being a national award winners very often. VTPS caters to the power needs of individuals, industries, government and various other organizations. It is to be worth mentioned public sector undertakings are the foremost in spending huge amounts on HRD. The efficiency and success of any organisation depend upon the optimal utilisation of human, physical, material and monetary resources. The difference between any two organisation is determined by the utilisation of resources. The efficiency and effectiveness of the functions are of the organisation are to the greater extent determined through significant given to the development of human resources. Organisations can developed, adapted to the change when they have high quality of human resources.

At same time HRD helps in improving good human relations and positive organizational climate which in turn leads to the attainment of organizational goals economically and effectively. Realizing the significance of HRD, VTPS has undertaken a good number of HRD measures such as employee welfare, organization development, performance appraisal etc. In fact due to these various HRD measures undertaken by the organisation the performance of the VTPS is quite commendable. In this Development of Human Resource by providing a good environment plays a pivotal role.

In this context, a research is designed to know the HRD Climate in VTPS, located in Vijayawada. The study is significant as it ascertains the assessment of the HRD climate in state owned big power sector units. It will be of immense help to the management of power plants, the State Governments for formulation of HRD policies in future.

4. OBJECTIVES :

1. To know the perceptions of executives and non-executives on various aspects of General Climate in the organisation under study.
2. To evaluate the perceptions of executives and non-executives with regard to OCTAPACE culture that prevails in VTPS.
3. To study the opinions and awareness of executives and non-executives on the execution of HRD mechanisms in VTPS.
4. To compare and analyze perceptual differences of executives and non-executives towards various aspects of HRD Climate in VTPS.

5. CONSTRUCT OF HYPOTHESIS : A hypothetical construct is developed with an assumption that “no significant difference in

6. METHODOLOGY AND DATA ANALYSIS

6.1 Selection of the sample respondents :

The simple random sampling without replacement was used to administer questionnaire, to collect information from the sample population of the organisation under study. A sample of respondents which include 124 executives and 229 non-executives from VTPS has been chosen. The details of the sample size is presented in the table below. The sample from the VTPS is 353.

Table -1 Sample Size

Employee Category	VTPS
	Sample(10% of population)
Executives	124
Non-Executives	229
Total	353

6.2. Collection of the data

For the purpose of the study data has been collected from both primary and secondary sources. For collecting the primary data well structured and designed questionnaire of T V Rao has been utilised. The questionnaire is divided into three parts: The first part comprises statements on General Climate the second part covers the questions on OCTAPACE, and the third part contains HRD Mechanisms. Secondary data includes annual reports, office records, fields, brochures and other published and unpublished material of the organization as well as books and government reports.

Table -2 Correlation Coefficient Between Elements of HRD climate in VTPS

Organisation	Correlation Coefficient Of VTPS
General Climate in VTPS	1
OCTAPACE Culture in VTPS	1
HRD Mechanism in VTPS	1

As mentioned in Table-2, it is inferred there is high degree of positive correlation exists on General Climate in VTPS. Regarding General Climate, OCTAPACE culture and HRD Mechanism also there is high degree of positive correlation exists between variables.

Table -3 HRD Climate in VTPS

	Variables	VTPS	
		Mean	%
1	General Climate (X1)	3.94	73.50
2	OCTAPACE Culture (X2)	3.92	73.00
3	HRD Mechanism (X3)	3.91	72.75
	Overall Mean	3.92	73.00

In table-3 the state of HRD climate is discussed. The mean and percent in table shows that variable of HRD climate is more favourable.

The Table - 3 shows general climate existing HRD Climate in VTPS. It is evident from the average values obtained from power plant under study. The average value for general climate in VTPS has been computed 3.94 (73.50 percent) . The average mean values in the VTPS for OCTAPACE culture is 3.92 (73.00). As far as HRD mechanisms are considered, the average values in the VTPS have been computed at 3.91 (72.75 percent). However, the overall developmental climate in power plant is favourable.

Table-4 View point of Executives and Non-executives about HRD Climate

Categories of Employees	VTPS	
	Mean	%
Executives	3.95	73.75
Non Executives	3.91	72.75

Source: Primary Data

The Table- 4 under reference discusses level of development climate existing the organisation. The table shows that the HRD climate at executive level is computed at 3.95(73.75 percent) which is more or less equal closer to the perceptions of non executives which is computed at 3.91(72.75 percent) in VTPS. A perceptual difference of one percent is recorded between at executive and non executive level. It indicates that favourable HRD climate is existing at both level of employees.

Table -5 HRD Climate in VTPS

Organisation	General Climate	OCTAPACE culture	HRD Mechanisms
VTPS	3.94	3.92	3.91

Source: Primary Data

7. ANOVA SINGLE FACTOR ANALYSIS IN VTPS

NULL HYPOTHESIS:

H₀: There is no significant difference between executives and non-executives regarding the elements of HRD climate in VTPS.

ALTERNATIVE HYPOTHESIS:

H₁: There is significant difference between in the perception of executives and non-executives about the elements of Human Resource Development climate in VTPS.

Table -6 SUMMARY

Groups	No. of Items	Sum	Mean	Variance
General Climate	13	51.25	3.94	0.22
OCTAPACE Culture	10	39.23	3.92	0.03
HRD Mechanism	15	58.67	3.91	0.08

Table -7 ANOVA

Source of Variation	Sum of Squares	Df	Mean Square	P-value	F
Between Groups	0.00	2	0.00	0.97	3.26
Within Groups	4.21	35	0.12		
Total	4.22	37			

Since p>0.05 the Null Hypothesis is accepted at 5% level of significance. Hence it is concluded that there is no significant difference in the perceptions of executives and non-executives regarding the elements of HRD climate in VTPS.

8. FINDINGS AND SUGGESTIONS :

- It is evidenced from the organisational overall mean score at 2.51 in VTPS. It indicates that general climate in terms of helping the employees out of the way is poor in the power plants but management treat human resources very humanely.
- Employees in VTPS are helpful to one other. It is evidenced from the organizations overall average scores of 4.15 in VTPS. It indicates that the psychological climate, which is a part of general climate is at desirable level in VTPs. Mutual trust is prevailing between employees and employers due to the organisation culture. It is observed employees are given autonomy along with delegation of authority. Good career and promotion avenues are available.
- It is observed that the majority of the employees of are undecided on the statement when employee makes a mistake, his superiors treat it with understanding and help him to learn from such mistakes rather than punishing him or discouraging him.
- In VTPS employees use behavioral feedback as an opportunity for development. It indicates that employees are proactive.
- It shows that the employees are to take a lot of pains to find out their strengths and weaknesses
- It is observed from the study that job rotation facilitates employee development. Through this process the employee acquire multiple skills.



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Suggestions :

- it is suggested that the management of VTPS should continue the same way so as to increase the productivity further.
- Development of subordinates is seen as important part of their job by managers in VTPS. They identify performance of the employees through appraisal reports and suggest them for training. So it is suggested that the management should continue the existing practice for employee development.
- The conclusion is drawn from the study that the executive and non-executive employees of are helpful each other. While doing critical job by an employee and if he faces any problem his colleagues come to his rescue and help in the work. It is suggested that they can develop the climate by conducting training programmes to its employees about the need of openness, transparency and rationality.
- There is substantial scope for utilizing the potential of the employees. It is advised that management should make efforts to identify potential and utilize them at optimum level. For this purpose, it is advised to develop competency mapping to make proper utilization of it.
- It is suggested to the managements that they should develop a culture where superiors should recognize good works done by the employees and praise them. The effective execution of this HRD mechanism would increase employee loyalty.
- It is concluded from the study that team spirit is very high. Team spirit is one of the major factors that lead to the high productivity . It is due to high collaboration among employees, these plants have emerged as best power plants. The management should take steps to encourage team spirit further among different cadres of employees.
- It is suggested that the management should encourage and provide opportunity to try out with their ideas.
- As observed in the study, employees are proactive when behavior feedback is given to employees they take seriously and use it for development. It is advised to the management that it should continuously observe the behavior. At the same time employees are provided with counseling classes, behavioural modification programmes whenever there is a need.
- It is suggested that there is delegation of authority by superiors to subordinates. Delegation of authority encourages subordinates not only to learn but also prepares them for future responsibility.

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